

OCTOBER 24, 1931

The Weekly Magazine for  
**MARKETING EXECUTIVES**

# **SALES**

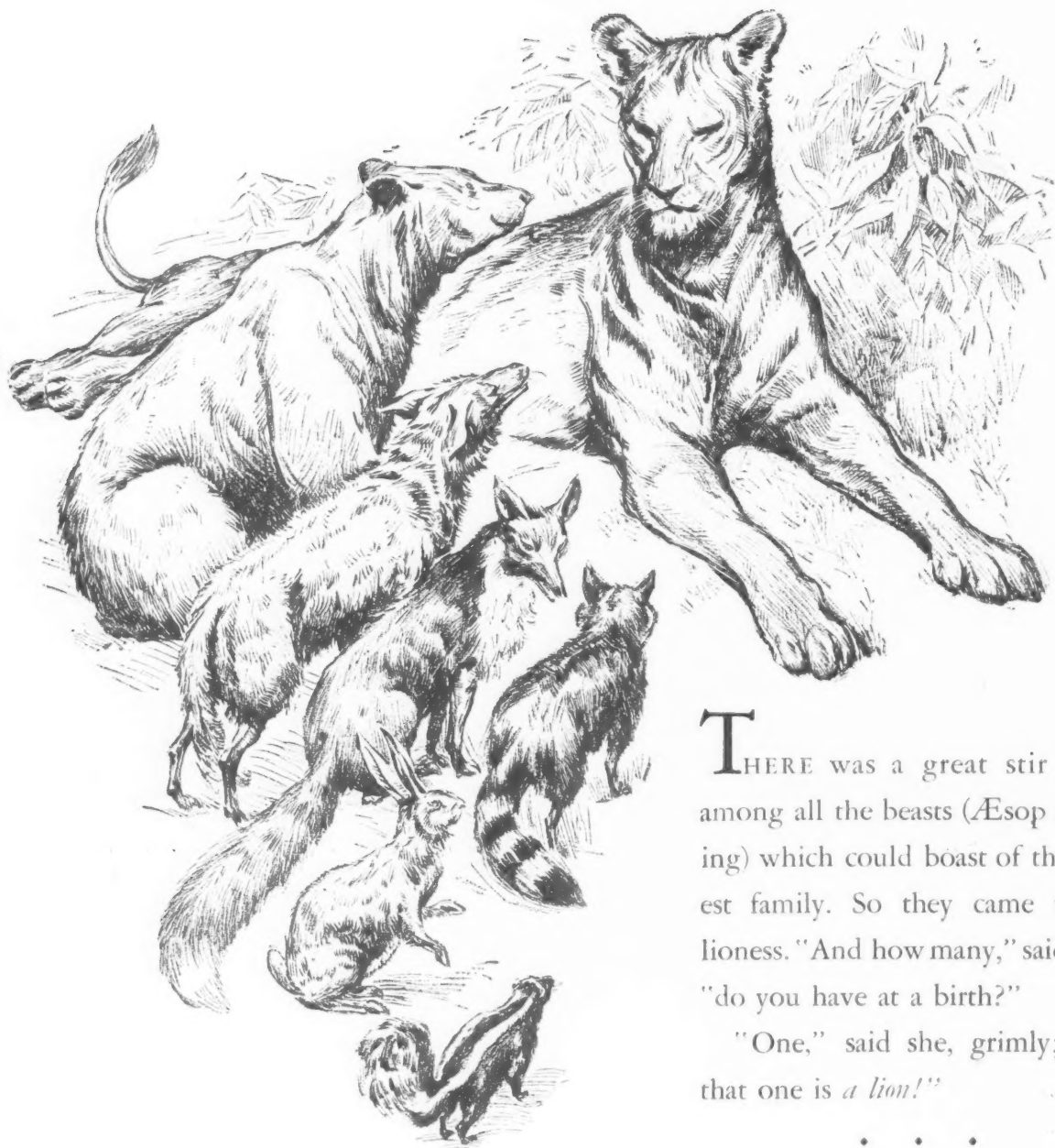
## *management*

**Do Cut Prices Breed  
Unemployment? . . .**

**Paris Suspenders Up  
to New Sales Peak—  
Without Price Cuts . .**

**President of Noxzema  
Outlines Sales Ideas  
that Built Business . .**

TWENTY CENTS



THERE was a great stir made among all the beasts (Æsop speaking) which could boast of the largest family. So they came to the lioness. "And how many," said they, "do you have at a birth?"

"One," said she, grimly; "but that one is *a lion!*"

• • •

There is a great stir made among all the magazines which can boast of the largest circulation. "And how many," say they to The Parents' Magazine, "can you boast?"

"Two hundred thousand," answers The Parents' Magazine, "but every one is *a parent!*"

All mothers of growing children—the market of greatest buying expectancy.

# *the* **PARENTS'** **MAGAZINE**

# Office hours.... 7 to 10 P.M.

7 to 10 P. M. office hours of Mrs. John Smith, the world's greatest *BUYER*.

Two billion dollars for furniture and household goods

Nine billion dollars for food

Four billion dollars for clothing, and no one knows how much she spends for all the "these" and "those" that go into the making of twenty-five million homes.

"Sorry she couldn't find time to listen to your sales story this morning, but if you care to come in *NOW*, Mrs. Smith will be glad to see you."

No need to make an appointment. When she opens her evening paper, at the hour she has set aside for it—7 to 10 P. M.—just *BE THERE*.



Evening newspapers carry the bulk of the nation's advertising to the bulk of American buyers.

And notably is this true in Chicago—dominated, as it is, by The Chicago Daily News.

If you want to reach the homes in this Greater Chicago Area, with its better than 1 million families

—if you want to get the ear of Mrs. John Smith and the hundreds of thousands of women like her.

—*THE CHICAGO DAILY NEWS* is the answer.

It is an admitted fact that shrewd-buying Chicago department stores—on the ground and in touch with every Chicago newspaper fact—buy more space in The Chicago Daily News than in any other daily paper. Department store advertising must sell goods at once

and pay as it runs. Hence it constitutes the one supreme acid test of relative newspaper worth.

The national advertiser has long since learned to use the department store as his *WEATHER VANE*—knowing that what is best for it—is best for him.

## That is why

The merchants of Chicago, in 1930, made the following investment per reader in the advertising columns of Chicago's daily papers:

- \$13.79 in THE CHICAGO DAILY NEWS (Eve)
- 7.99 in the American (Eve)
- 7.16 in the Tribune (Morn)
- 3.03 in the Herald and Examiner (Morn)

**DEPARTMENT STORE ADVERTISING**—The Chicago Daily News carried more than the two morning papers combined.

**TOTAL GROCERY ADVERTISING**—The Chicago Daily News carried more than any paper in the world.

—Authority: Media Records, Inc.

# THE CHICAGO DAILY NEWS

THE QUALITY QUANTITY CONCENTRATED EVENING CIRCULATION

NEW YORK  
250 Park Ave.

National Advertising Representatives:  
GEORGE A. McDEVITT CO.

CHICAGO  
Palmer Bldg.

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PHILADELPHIA  
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DETROIT  
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H. H. Conger, Mgr.

NEW YORK  
R. S. Farley, Mgr.

Financial Advertising Offices:  
CHICAGO  
F. P. McFadden, Mgr.

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**The World-Herald published during the first nine months of 1931 nearly twice as much Paid Advertising as Omaha's second newspaper!**

*Here Are the Figures:*

World-Herald ..... 9,108,218 lines  
Bee-News ..... \*4,885,860 lines

\*Not including advertising in American Weekly.

**Omaha's 15 largest retail advertisers placed nearly 65% of their total lineage in The World-Herald during the first three quarters of 1931!**

*Here Are the Figures:*

World-Herald ..... 3,258,426 lines  
Bee-News ..... 1,774,048 lines

**World-Herald daily circulation exceeds that of the Bee-News by 30,000 according to Oct. 1, 1931, Government reports!**

*World-Herald Circulation*  
(report to the government  
Oct. 1, 1931)

Daily ..... 120,223  
Sunday ..... 115,540

**THE OMAHA  
WORLD-HERALD**

**O'MARA & ORMSBEE, Inc.**  
National Representatives

## Survey of Surveys

BY WALTER MANN

### Small Town Beauty Contest

Some buyers of space, forgetting their own small-town origins or seeing the small town greatly as it was when they started forth as boys to win fame and fortune, have a vague sort of small-town picture involving a dusty road along the sides of which are sprawled a ramshackle general store, a leather smelling harness shop, a blacksmith shop, a bleak three-



Blank-Stoller, Inc.  
Walter Mann

story hotel, a drug store in which jars containing colored water vie with fly-specked patent medicine bottles, peppermint lozenges and picture post-cards, etc. All the attendant phenomena of the pre-war small town isolation are uppermost in such a space buyer's mind—if and when he thinks of the small town at all.

But motor roads (under national government encouragement) have improved immeasurably since the war. Better and more facile transportation is the rule rather than the exception. Consequently, an entirely new relationship with the outside world has ensued. Better movies, the radio, more frequent trips to the cities, etc., have served to narrow the gap between city sophistication or style-consciousness and that of the small town, until in most ways you can't tell the average city man or woman from the average small-town man or woman.

There is no better way of showing the forward (?) strides that the small town has taken in the past two decades than to picture the small-town woman of the pre-war days with the modern small-town woman. And in no way has this progress toward city sophistication shown up as in the case of beauty culture and the products incidental thereto.

Knowing how true this is *Household Magazine* ran in the July, 1931, issue a small announcement of a beauty contest asking their readers how many of the following products appeared on their respective beauty "programs," viz., toilet soaps, lipsticks, manicure articles, talcum powders, bath salts and powders, shampoos, hair tonics and special hair rinses. A \$25 first prize, a \$15 second prize and a \$10 third prize were offered for the most complete responses. The announcement took up only fifty-six lines, double column.

Over five hundred women (510) wrote in, telling which of these products they used and why. There were 3,871 mentions of specific products or about seven and one-half products per user. Scarcely comparable with conditions in the good old days in which soap, perfume and cheap talcum powder were the only necessary concomitants to small-town female pulchritude?

A breakdown of the 510 responses showed them to be well, if not typically, spread over the country on a national basis. It showed seventy-four city, 326 town and 110 rural responses. Of these 103 were "Miss," 241 were "Mrs.," eight were "Mr." and 158 had no title.

Creams, cleansers, astringents, skin foods, etc., accounted for 1,031 of the 3,871 (Nearly 30 per cent) responses.

Four hundred and sixty-six out of 510 mentioned soap, 398 mentioned face powder, 270 (one-half) mentioned rouge, 250 mentioned lotions, 227 mentioned lipstick, 208 bath salts, 201 shampoos, 189 nail polishes, 106 hair tonics, 105 eye cosmetics (small-town readers of *Household Magazine*, mind you, using mascara, Lash-brow-ine, etc.), 102 soap for shampoos, ninety-two mentioned rinses, sixty-nine talcums, sixty-three perfumes, fifty-eight wave sets, twenty-one brillianine and fifteen toilet waters!

The pages which follow in the report made by Rene Pepin break down into actual number of brand-name mentions each of the above classifications. It would be interesting to compare these actual brand name preferences with the list of those who have advertised in small-town publications to see what kind of results might be expected from such advertising. Or to cogitate a little on the extraordinary success enjoyed by some products without this additional advantage and to speculate on what success might have come from advertising in small-town as well as big city publications.

The last (but far from least) feature in this report are the verbatim letters from dozens of responders.

The criticisms of this study may best be voiced in the form of questions. The first is "Were the seventy-four big city responses responsible as individuals for more or less of the 3,871 mentions of products than those of their small-town sisters? If so, although this is possibly typical of *Household Magazine's* readership, is it necessarily typical of small-town readers? (a) How many were from the seventy-four city responders; (b) Is this a true cross-section of the beauty culture habits of small-town women? Or are those merely those that *do* use cosmetics, etc.?" Another question is, "Will a prize contest, set up on the premise that awards are dependent on the responders' uses of beauty products, give a true picture of these uses?" Still another is, "Will 510 responses to such a prize contest necessarily reflect the viewpoint of the typical *Household Magazine* reader?"

These questions in no way prevent the latest *Household Magazine* survey from indicating a most desirable potential market among their readers. Careful perusal of this report and intensive application of its results is recommended to all beauty culture manufacturers, distributors, wholesalers and retailers. Address Rene Pepin, *Household Magazine*, 420 Lexington Avenue, New York City.



## What's New

¶ Sales of Paris suspenders are far ahead of all previous peaks, as reported by Samuel M. Stein, president of A. Stein & Company, this week. And prices haven't been cut a penny. See page 126.

¶ Willoughby M. McCormick, president, McCormick & Company of Baltimore, is back this week with an article entitled "Loss Leaders Are Labor Losers." He contends that cut prices breed unemployment. Page 122.

¶ Coming soon: an article by Lothair Teetor, vice-president in charge of sales, The Perfect Circle Company, telling how that company is breaking all sales and profits records this year. Next week: another of Emidio Angelo's amusing cartoons.

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# Sales Management

Vol. XXVIII. No. 4

October 24, 1931

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# Sales Letters

BY MAXWELL DROKE

## 1867 Letter Styles

Some time ago Burton Bigelow passed along to me a rare treasure, a copy of "Frost's Original Letter Writer," published in the year 1867. Perhaps a few of my younger readers may not be familiar with the Ready Letter-Writer of an earlier generation (though book vendors tell me that modern versions of these letter books are still popular sellers). For the uninitiated I should explain that the Letter-Writer



Maxwell Droke

is a collection of model letters for all occasions — letters which the reader might and often did copy with slight variations and send forth as his own creations.

The volume which I have before me contains more than three hundred of these model letters, including letters of recommendation, congratulation, con-

dolence and, of course, those inevitable communications protesting unquenchable love, as well as a few written, not in anger but by one who is terribly, terribly hurt. Passing lightly over the business communications, we come to Letter from a Country Girl to a City Friend of Opposite Sex; Letter from a Daughter to a Father, Requesting a Holiday from School; Letter from a Gentleman to a Lady, Requesting an Explanation of Unfavorable Comments Upon Him; From a Gentleman to a Lady, Remonstrating With Her for Flirting; Letter from a Lady to a Gentleman, Accusing Him of Coldness. Indeed, about the only absence of note is a Letter from a Young Man to His Maiden Aunt, on the Passing of the Last Pint.

Perhaps we might venture to quote one communication as an indication of the epistolary style of sixty years ago. Let us select Letter from a Gentleman to a Lady, Requesting a Lock of Hair. Here goes:

"Dear Nellie:

"I come before you this morning in the character of a beggar. Do you know, Darling, that although we have been engaged nearly three months, you have never given me the weest trifle of a keepsake. I have waited patiently for your own generosity to prompt the offering, but since you are such a stingy little pet that you will not do so, I venture to beg a gift. It must be of gold, Darling, the golden threads that cluster so lovingly round your fingers when you twist them into the shining curls that fall so profusely round your throat. Out of your wealth you can surely spare me one little curl, to keep in remembrance of you when I am far away, for even the next street seems a hundred miles off after leaving you.

"Hoping to find my love-token ready for me this evening,

"I am, Nellie Dear,  
"Ever faithfully yours,  
"Aaron."

A very charming composition, indeed. But picture the plight of a gentleman who had the misfortune to fall for a brunette!

## In Defense Professor Frost

Let me make clear that I have no intent or desire to decry these communications of our forefathers. They may strike us as extravagantly redundant, but in their day they were very real. They masked emotions no less poignant than our own. It has become quite the fashion to ridicule earlier letter forms. I have no sympathy with the movement. The young correspondent who jeers at such phrases as "Your esteemed communication of the 17th instant to hand and contents carefully noted" would have written precisely in that fashion, or endeavored manfully to do so, had he lived in an earlier age. There is nothing whatsoever wrong with the phrase—except that it is out of fashion.

We are living in an age of simplicity. To cling to the elaborate letter forms of an earlier day is as inconsistent as for the modern man-about-town to shun the offerings of Hart-Schaffner & Marx in favor of the colorful costume of George Bryan Brummel, who, as Beau Brummel, held despotic sway over English society in the days when Professor Frost, as a young blade, was gaining the experience which made possible his book of model letters.

Frost's letters are now out-dated. But I only hope that the current crop of correspondents may mirror the spirit of the nineteen-thirties as accurately as the old professor reflected his day and age!

## Fighting for Business

The *Pacific Drug Review* is sending a letter to prospective advertisers from which I lift the opening paragraph:

"I'm seeing 40 per cent more people—making 40 per cent more calls—exposing myself to 40 per cent more opportunities for business," said a Portland printing salesman, when asked how he maintained volume under today's conditions. . . ."

A sales executive of the Williams Oil-O-Matic Company told me almost precisely the same thing a fortnight ago. Commenting on the fact that their advertising appropriation was 20 per cent larger than ever before, he said, "We have altered our sales strategy to meet new conditions. We find that we must circularize more prospects; develop more inquiries. Where, in former days, it was necessary to see twenty people, we must call on forty or fifty to get the same volume of business. This means more work for the manufacturer; more work for the dealer; more work for the salesman. But the business is there, and we have demonstrated that it *can* be booked. As a result, our factory has been running on double shift since the first of the year."

## Exploiting an Ill Wind

And speaking of timely sales appeals, I submit this letter from Diebold Safe & Lock Company, addressed to the banking fraternity:

"Due to the present economic situation we predict for this fall and winter the greatest number of holdups of banks and other money centers ever experienced. A general warning of the need for complete holdup protection was never more timely."

The particular form of protection which Diebold offers is an electrical tear-gas system. It works this way: At an electrically operated signal, all exits are closed and tear-gas bombs released at strategic points. This action is calculated to confound the bandits, and annoy them very much, indeed. Presumably the employees then crawl under the counters and don gas masks. The letter doesn't say.

## Thumbs Down on "Circular"

You may perhaps have heard the story of a gentleman who received a communication from an irate husband, threatening dire disaster if he (the recipient) did not cease and desist from flirting with his (the writer's) wife. To which the recipient responded, in due course, "I am in receipt of your circular letter. . . ."

To me the most distasteful word in mail merchandising is *circular*. It is bad enough, goodness knows, when a prospect thus refers to your carefully prepared mailing piece. But I cannot conceive why an advertiser should set out deliberately to traduce his own creation. Nevertheless, I have before me a letter from Carrier Engineering Corporation which begins: "The enclosed circular briefly outlines some of the major applications of Manufactured Weather in industry."

## "Send No Money"

Once more we venture to remind our readers that this department exists for their edification. It is our purpose to conduct here a sort of correspondence clearing house, bringing you news of the new in business letters. Thus we are constantly on the lookout for business letters—particularly those with a timely touch, specially prepared to bring in business right here and now. If you have a letter that is bringing orders or inquiries under present conditions, when these precious commodities are at a premium, won't you do the readers of SALES MANAGEMENT the favor of sharing it with us?

Also, of course, you know that we want you to write us concerning your letter problems. Perhaps out of our experience and accumulated data we may have an answer or a helpful suggestion. And in the words of the old familiar mail order ad, "Send no money!" Unbelievable as it may seem, the service entails neither cost nor obligation. This big-hearted generosity will probably get us into a lot of trouble one of these days. But in the meantime, what's on *your* mind?

# Significant Trends

*As seen by the editors of Sales Management for the week ending October 24, 1931:*

• • • Trade has felt the stimulus of more seasonal weather recently and has taken on some of the activity customary at this time of year. Compared with 1930, however, it is still laggard in dollar volume—still about a fortnight behind schedule.

• • • It is clearly evident, nevertheless, that sentiment is substantially better than it was a few weeks ago. Then business men merely hoped for what they could see no reason to expect. Today the feeling is growing that a way out of extremely adverse conditions is in sight.

• • • Shoe production in September was close to 31,000,000 pairs, 5.6 per cent more than in September, 1930.

• • • Heavy construction awards last week amounted to \$33,033,000 compared with \$26,717,000 the week before and \$30,021,000 in the same week last year. Since January this year the amount was \$2,077,636,000 against \$2,707,000,000 in the same part of 1930.

• • • The average price of commodities remained almost stationary, the Irving Fisher index number being 68.2 this week as compared with 68.1 the previous week. British prices continue their upward climb, Crump's index number having gone up to 65.4, a rise of 4.9 in four weeks.

• • • The general business index number was slightly lower last week owing to a small falling off in the adjusted figures for car loadings and cotton cloth production.

• • • The application of the railroads for a 15 per cent blanket raise in freight rates has been refused. They are offered instead some temporary emergency advances, the proceeds of which must be pooled and applied to fixed charges where help is needed to avoid default on bonds.

• • • Railroad freight loadings in the week ended October 10 were unexpectedly low, 13,973 cars less than the previous week.

• • • Paper Makers Chemical, Kalamazoo, operating seventeen plants, has merged with Hercules Powder, Wilmington, Delaware. The chemical company and its subsidiaries in Canada and England will go on under their own name.

• • • Employment in the fifteen industrial groups gained 0.8 per cent in September over August, but payrolls fell off 2.8 per cent, due partly to the Labor Day holiday, the Labor Department informs us. Factory employment was down 0.6 per cent, payrolls 5.3 per cent.

• • • Chevrolet Motor's grey iron foundry in Saginaw, which has been shut down more or less since the middle of last September, has been reopened with 3,200 men on eight-hour shifts three or four days a week.

• • • Kroger Grocery & Baking sales in the four weeks ended October 10 were 13.5 per cent less than last year compared with a decrease of 5.5 per cent in the first forty weeks of the year. Competition of farmers, selling large crops of fruits and vegetables at retail, is given by the company as a reason for the recent large falling off in sales.

• • • Cream of Wheat reported earnings in the third quarter of \$328,416 compared with \$391,728 in the same period of 1930. And this small reduction, all things considered, was due mainly to a price cut effective September 1 which took nearly \$50,000 off that month's profits.

• • • Beech-Nut Packing's profits in the first nine months were \$1,834,174 compared with \$2,288,852 last year—a decline of nearly 20 per cent. In the September quarter the difference was 40 per cent.

• • • General Foods' earnings in the September quarter were 13.2 per cent under those of the same quarter a year ago, affected by unusually heavy promotional expense. For nine months the decrease was only 7.1 per cent.

• • • Curtis Publishing earned \$10,587,385 in the first nine months of this year, a decrease, as compared with the same period in 1930, of \$5,640,384—65.3 per cent. In the September quarter the decline was only 27.1 per cent.

• • • Farm wages on October 1 were 8 per cent lower than on July 1, having reached the lowest level touched since 1916.

• • • A marked increase this year in what is called predatory price cutting has given a new impetus to the demand for some effective legislation on behalf of price maintenance at the forthcoming session of Congress.

• • • Gold exports in the thirty days beginning September 20, when Great Britain suspended gold payments, amounted to \$308,000,000, while increased transfers of gold to foreign accounts reached the sum of \$396,000,000. Bankers are unanimous in declaring, however, that this large outflow in no wise impairs the credit facilities of this country and that the United States can without embarrassment supply more gold than foreign nations can possibly pay for.

• • • Argument for the chains in the North Carolina \$50 license fee case now before the Supreme Court is based on the contention that the classification takes no account of the size or value of the business done. The cue seems to have been found in the minority opinion in the Indiana case. Justice Sutherland pointed out that if chains are to be taxed because they consist of more than three stores, then incomes should be taxed in accordance with the number of sources from which they are drawn.





Photo by courtesy Ewing Galloway, New York

*Because constant hammering for price ends in failure, profitless sales produce unemployment . . . "the only manufacturers who can increase employment are those producing goods of known, standard quality."*

# LOSS LEADERS are Labor Losers

**D**URING the last few months a fact of great importance to every manufacturer and worker of the country has been called to our attention repeatedly and emphatically. It is that employment has a very close relation to the manufacture of quality merchandise. And I am satisfied that unemployment will increase until manufacturers get back to the merchandising of values rather than prices.

For a period of eight or nine years we were selling in markets that were somewhat demoralized by the determination of manufacturers to increase volume at any cost. This was our era of so-called profitless prosperity; but during this time those manufacturers who had built up their business on the quality of their merchandise adhered to their production policies. During

the last three years, however, due to the constant hammering on the part of buyers for lower and lower prices, the quality of innumerable lines has deteriorated and the result has been or will be havoc.

In a previous article I mentioned two failures in our industry, due to selling below cost. These manufacturers were not very large, but in going out of business they threw two groups of workers out of employment. And there have been other similar failures in our industry during the last two years. In numerous other instances with which I am conversant, both within and without our industry, manufacturers have shaded their quality to meet price demands and have, thereby, reduced their volume to an extent that has compelled them to lay off labor. They quite naturally credit

general business conditions with the cause of their failure to maintain their volume; but our experience proves that their loss of business is due to the deterioration of their merchandise.

We have held our own throughout this depression, and we expect to continue. We have put on more salesmen, it is true, and we are making extra effort to merchandise our goods. We have reduced prices to conform with costs of raw materials and we have not shaded quality in a single instance, although we have had many urgent requests to do so.

Now, in looking over the field, which we have studied for more than forty years, we find that the only manufacturers who are making headway, or are holding their own, are those who produce exceptional values.

Furthermore, I am convinced that the only manufacturers who can increase employment are those who produce goods of known and standard quality, and who sell such goods at a reasonable profit. Goods sold at cost or at a loss inevitably produce unemployment. The constant hammering for price ends in failure. Goods sold at cost are both sold and bought dishonestly, for such transactions invariably rob labor of its just due.

Our greatest pressing problem is the refusal of buyers everywhere to consider values instead of prices. The other day a large buyer looked over our entire line and made careful notes of our prices. A day or two later, when our representative called, this buyer had been quoted lower prices on many items; therefore we did not get his order.

I am not so sure that we wanted his order, because it is dangerous to sell any organization conducted by the methods he employed. Let us take for example one item, a certain spice that we offer at \$1.10 a dozen. Against our quotation he had set down the quotations of two manufacturers—one at eighty-five cents and the other at seventy-five cents a dozen.

### The Fallacy of Price-Cutting

Now we are familiar with both of the competitive brands. The import cost on the raw material alone for this item varies extensively; in fact the variation in price is from 100 to 500 per cent, depending on its type, grade and quality. If we wanted to turn out the same qualities we could do it readily at the prices asked and make more profit than we are making on our own goods. That would be a simple matter, but we do not believe we can build up our business on a permanent basis in that way.

Our goods were priced to this buyer with no concessions, no allowances, rebates or any other price-cuts. The competitive goods were offered at higher prices than the net prices mentioned, but with certain concessions which brought them down to the amount quoted.

When we attempted to explain to this buyer that the comparison was not fair, he would not listen. He would not take into account the fact that our goods would give very much better satisfaction than inferior merchandise. He was buying on price and he was paying a very good price for what he was getting.

This sort of thing is going on constantly and it is dominating many industries. Many large buyers are demoralizing the trade in a disastrous way which will be difficult to remedy.

From my long experience I know that there is nothing that will discourage the consumer like the deterioration of quality. And there is nothing so necessary for labor and profits at this time as the confidence of the consumer.

This same fallacy of price has been widely extended in the wholesale field. Not long ago I checked all of the wholesale grocers in our territory who had failed during the last three years. I checked not only their financial standing and the reasons given by the credit agencies for their failure, but I checked their merchandising methods, and I was amazed at the result.

In practically every instance the wholesale grocers who have failed in the last three years have been price-cutters. They have been dominated by the fallacy that they had to meet every cut price their salesmen encountered, and that they must quote lower prices to get their volume.

Then I carried my investigation

---

## BY WILLOUGHBY M. McCORMICK

*President,  
McCormick & Company,  
Baltimore*

---

further and checked the wholesale accounts in our own books. Most of them are in excellent shape because we are careful with our credits. But I found that a number were slipping, growing slow in their remittances and otherwise showing financial weakness. I sent a man out to investigate every one of these accounts, and he did not go over their books. He questioned them as to their sales and merchandising methods, and in every case he found they were either meeting competition with cut prices or trying to increase their volume by the same means.

Some day we shall have the facts on this subject and they will indicate certain factors that every manufacturer should know at the present time. When the facts are determined, I am sure they will show that it is essential for manufacturers today to support with every means at hand those dis-

tributors who are intelligent enough to realize that quality merchandise is now and always will be the one real salvation of manufacturer, wholesaler and labor.

Not long ago one of the largest buyers in the country explained that one reason for the success of his organization was its ability to purchase large "distress lots" of merchandise at distress prices. This buyer, I am convinced, is being misled and is misleading the members of his large organization, for, with few exceptions, all the "distress lots" of merchandise I have seen were in the distressed condition because they were of a quality that could not be merchandised profitably. In buying them I am certain that, in the great majority of instances, this buyer has paid all the goods are worth from a standpoint of quality and value, and he is contributing liberally to the distress of labor.

We are combating this condition, and with increasing success, by frequently instructing our salesmen how to sell our merchandise on its merits and at a profit. We are concentrating our effort to aid distributors who are operating on a similar policy. We are hammering away with letters and other mail material to our wholesalers and salesmen almost every day.

### Tell the Truth About Value

This campaign is too varied and too intimately related to the peculiarities of our business to mention in detail. But I am convinced that every manufacturer can promote the same sort of an educational campaign and with similar results. This is not a means merely of increasing the individual manufacturer's volume. It is a factor on which depends the prosperity of this country. For there is no doubt that we shall never get out of the depression and place general business on the firm ground of stable volume and profits until the salesmen of this country, both wholesale and retail, quit talking price and get back to telling the truth about value.

Throughout our industry, as in others, the cause of a great deal of the prevailing unemployment can be traced to the demoralization and failure which inevitably follow price competition. I do not say there is not a place for cheap goods at low prices. There is; and it is a legitimate field. But we shall never have normal employment until cheap goods cease to be substituted for goods of quality, and until all manufacturers realize that stability of employment, as well as stability of profits, can only follow the merchandising of standard goods at invariable and standard prices.



# Here's Another Sales Plan That Knows No Depression

Based on an interview by James True with

**DR. G. A. BUNTING**

*President, Noxzema Chemical Company, Baltimore*

**T**HROUGHOUT this summer an especially beautiful and effective window display card, advertising Noxzema as a sunburn remedy, has attracted attention to the windows of more than 6,000 drug stores in various parts of the country. This card illustrates a beautiful young woman in a bathing suit, appealing to a lifeguard for something to relieve her badly sunburned arms and shoulders. The guard is offering a jar of Noxzema which the girl is about to apply.

This is not only exceptional display material, as judged by results, but it also ties up an important part of the Noxzema Chemical Company's history in a manner that suggests similar effective material for other lines. Recently Dr. G. A. Bunting, president of the company, said that this card is the most effective window material his company has ever used, and explained the experiences that led to its creation.

"The unusual effectiveness of this card," he continued, "is due to the fact that it expresses a great deal more than the usual material of the kind. A great majority of window pieces, it seems to us, result from a desire merely to furnish the dealers with something to encourage them to display the goods. In a great many instances, we have noticed, cards of the kind do not even tie up with national advertising. They are apparently created just to furnish something additional to the goods, something with which to meet the dealer-help competition of other manufacturers.

"But we consider our window display material as an important part of our merchandising. We told the story of our business development to our lithographers, and they, with their artists, worked tirelessly to express in the most attractive way an idea that has been largely responsible for our



*Noxzema discovered, early in their history, that much added selling power can be generated by the use of a close tie-up between window display and newspaper advertising.*

It is often more difficult to obtain a foothold in the market for the product that has a wide range of uses, than for the product that has but a single use. Noxzema made little progress until the management discovered an effective way of promoting it for sunburn. Then sales jumped from 860,000 jars in 1924 to more than 7,000,000 in 1930. From present records, the company will show about a 40 per cent increase for 1931. Surely no depression here!



success. That their work was more than satisfactory is attested by results.

"Apparently a great many manufacturers make a mistake in the expectation that window display material will sell their goods. I do not believe that a card of the kind, regardless of how attractive it is, can successfully carry an appreciable part of the sales effort. It should be considered as a reminder, tying up in idea with newspaper and national copy, and when it does this effectively it increases sales.

"Our window display material has been developed through the years on this basis. Our first attempt to sell Noxzema was with window displays alone, and it was not successful. We then appropriated \$25 a week for one advertisement in a local paper and after a few weeks the advertising, aided by the window displays, began to sell our goods. From that small beginning, which was in 1919, we have steadily increased our appropriation every year. This year we shall spend approximately \$300,000 for advertising."

### Real Idea Motivated Product

Dr. Bunting also explained that the volume and profits of the business have steadily increased and have determined the advertising expenditures, which are planned and executed by their advertising agents, Ruthrauff and Ryan.

In 1923 profits enabled the company to pay a 6 per cent dividend and in 1924, 8 per cent. In 1925 a dividend of 10 per cent was declared, with a 100 per cent stock dividend. Similar increases followed the next two years, and in 1928 the dividend was 12 per cent. In 1929 a dividend of 15 per cent was augmented by a 10 per cent stock dividend, and last year the dividend was 20 per cent.

"As you doubtless have heard," Dr. Bunting continued, "Noxzema was discovered while I was completing my experience of twenty years as a retail druggist. Frequently during the summer customers asked me for something to relieve sunburn. I sold them several preparations, but none was entirely satisfactory. In other words, a very large potential demand for an honest remedy was apparent, and I set about to discover that remedy.

"The existing preparations not only failed to relieve discomfort entirely, but were oily. Many women told me that they could not use these remedies and then dress for the street or the evening, for fear of soiling their clothing. So I realized that any new remedy must be convenient to use.

"I remembered that, as a boy, when I had the toothache my mother inserted in the cavity a little wad of cotton soaked with oil of cloves, until I could be taken to a dentist. This treatment stopped the pain instantly, and I could see no reason why a similar application could not be made to relieve the nerves of the skin as well. So my determination was to find something that would soothe the pain until nature could heal the condition.

"My study of the subject revealed that the normal skin is two-thirds water. This indicated that a remedy containing oils would not penetrate the inflamed skin sufficiently to reach the nerves. So I began my experiments by using a base in the nature of a vanishing cream containing about two-thirds water. I used certain soothing elements and one similar in its action on the nerves to oil of cloves, and after considerable experimenting

### When Sound Sales Ideas and a Good Product Get Together

The Noxzema Chemical Company hasn't been frittering away time and energy in profitless selling during the past eight years. Here is their unusually creditable record:

1923: 6 per cent dividend.  
1924: 8 per cent dividend.  
1925: 10 per cent dividend, with a 100 per cent stock dividend.  
1928: 12 per cent dividend.  
1929: 15 per cent dividend, with 10 per cent stock dividend.  
1930: 20 per cent dividend.

I at last had a product that I thought would do the work.

"The next summer, when customers asked for something to relieve sunburn, I gave them samples of my preparation and asked them to try it. Every customer came back for more. I questioned these people and, from time to time, improved my product until I had a rather large business. The sales during the summer were highly profitable, but with the first cool day of fall they dropped off to nothing. So I began to wonder if my cream could not be used for other purposes.

"Some days later a man came to my store with both hands bandaged. He told me that he was suffering from eczema. I asked him to try a sample

of my remedy and he was back the next morning for more. He assured me that the relief of pain and itching had been instant and that one application had improved his condition. Three weeks later he returned and told me that he was entirely cured.

"Among the physicians who patronized my store, a number were my friends. I told them all about this case and asked them to try my remedy on old, stubborn cases of eczema they had been treating. When I told them what the remedy contained, and the theory on which I had worked it out, they were glad to cooperate. In a few weeks, according to their reports, about 75 per cent of their stubborn cases had been greatly helped or cured.

"I then began to put up the cream under the brand 'Noxzema' and its sales in my store increased until I was having a steady and almost uniform sale throughout the year.

"My first merchandising was to twelve druggists whom I knew. I arranged to send each one a consignment of Noxzema and induced them to put in window displays. I also inserted a small advertisement to run once a week in a local newspaper. Of course I expected immediate results and I also consigned quantities to the local jobbers.

### Debut in Atlantic City

"My anticipation, however, was too optimistic. After five days all of my retailers reported no sales; but I was not discouraged. I kept the advertisement running, and after the third week all druggists reported a few sales. After that the increase was steady.

"About this time, which was during 1920, I made the mistake of capitalizing for only \$50,000. I retained \$30,000 of the stock, sold the balance and thought I would have sufficient money to carry on. But I was inexperienced—and with ingenuous enthusiasm I bought almost anything that was offered to me in the way of an advertising stunt. So we soon had to recapitalize. Incidentally, I want to advise small manufacturers to prevent a lot of inconvenience and trouble by capitalizing to an amount that will see them through.

"After this experience, the idea occurred to me that the introduction of my remedy could best be brought about at the scene of the greatest cause of sunburn. So early the next summer I ran down to Atlantic City. I called on all the druggists but I did not find one there who had ever heard of Noxzema, nor did I find one who was

(Continued on page 141)

Based on an interview by  
Lester B. Colby with  
**SAMUEL M. STEIN**  
*President, A. Stein & Company,  
Chicago*



New packaging and display methods aided materially in setting the new peak sales record for Paris suspenders.

## Paris Suspender Sales Reach New High—with No Price Cuts

**S**ALES of Paris suspenders for the first eight months of 1931 appreciably surpassed the peak eight months for all time. And what may surprise you is that the former eight months came in 1930—not 1929 or any other boom year.

Paris suspenders are manufactured by A. Stein & Company, of Chicago, makers of Paris garters, Paris belts, Paris handkerchiefs, Hickory products and other nationally-known products. Moreover, sales of Paris suspenders are increasing toward new records.

Samuel M. Stein, president of the Stein company, told a representative of SALES MANAGEMENT some of the facts about this fine 1931 record. He said:

"First of all we have not cut prices. We have gone along confident that the public will buy quality goods. Instead of reducing prices and cheapening quality, we have developed better styles, improved the quality of our goods, put in better materials and backed up a good line with adequate, confidence-compelling advertising.

"We haven't written 'pep' letters to our salesmen or de-

manded super-salesmanship from them. We are not sold on this idea of super-salesmanship which so often means overloading the merchant. Instead, we have worked to find a way to help the merchants selling our goods to make satisfactory profits.

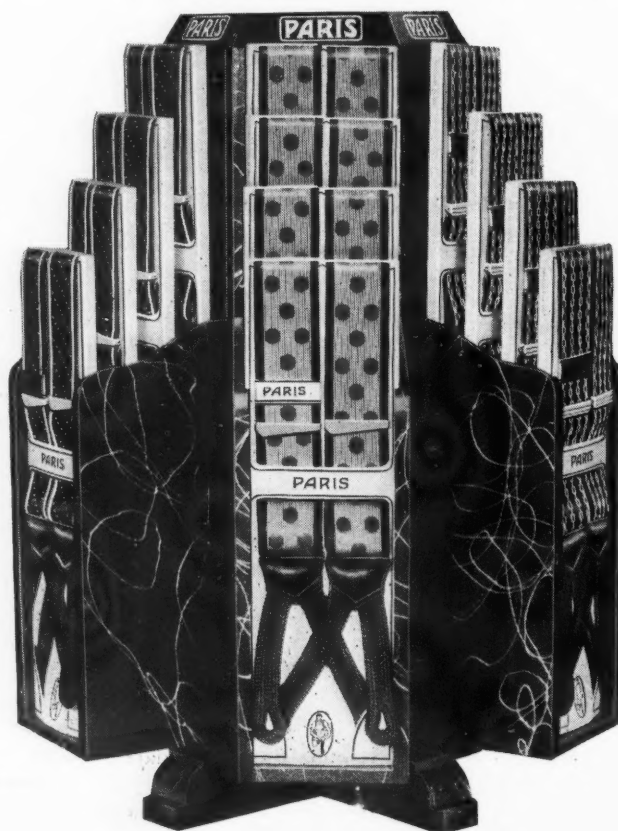
"That means, besides quality manufacture, putting something extra into packaging, developing new display

methods, finding ways to increase the attractiveness of our goods after they reach the retailers' shelves.

"Take, for example, this 'Paris revolving display stand for smart suspender styles.' It is designed not only to show the goods at advantage, '24 pairs of the month's best suspender styles and values,' but to accommodate the patented Paris suspender package which we developed. Now you'll find these goods out where the buyer can examine them. And the display stand is a great time-saver for the merchant. He no longer needs to spend ten minutes to sell a pair of suspenders—no need to dig out box after box of suspenders, handle them, replace them and put them away. Now the sale of several pairs is made in a few minutes and the fine display encourages the purchase of more than just one pair in many instances.

"This handsome revolving stand with its styled-right suspenders, therefore, is not only attractive but is a labor saver. The buyer likes it; the dealer likes it. It breaks down wholesale sales resistance and retail sales resistance. What follows then but more sales of suspenders and more profits all along the line?

"We believe that eye-appeal is still stronger than



Instead of cutting prices, Paris found better methods of merchandising a quality line. This new display device is one of them.



pocket-appeal. We believe that the public, as much today as ever, is anxious to keep up appearances. We appeal to this tendency in our national advertising. And, after all, the one big thing in selling—and remember it—is this:

"If you can make the customer want your goods more than he wants the money in his pocket, the sale is made. Get that and you've learned the greatest lesson in selling.

### Christmas Business Outlook

"I do not want you to think that we are selling every item we manufacture in larger quantities this year. We are not. But we have made our dividends and are paying them. We are doing this very largely because we have studied our line more closely than we have ever done before and are making special efforts to sell in the largest quantities the goods that we believe will move most readily and render the utmost satisfaction to the ultimate consumer. This means placing strong emphasis on enduring quality.

"We have just begun to feature Paris packaged handkerchiefs for men. A few years ago we saw the possibility of definitely improving the method of packaging and enhancing the quality of handkerchiefs. After careful study and investigation we placed this line before the trade—and to say that results are encouraging would be modest. We have evolved what dealers tell us to be a great line of handkerchiefs which sell for ten cents, two for twenty-five cents, and for twenty-five cents each. These packages, brightly colored to conform to the well-known Paris garter boxes, are arranged in neatly boxed counter displays.

"What do we think of Christmas business? We have been thinking ahead on this for some time. We have aimed for big Christmas sales. Our Christmas offerings will be utilitarian this year. Here is a piece of printed matter we are sending out to the trade. We have already sent out thousands upon thousands of pieces of this to dealers."

Mr. Stein held out a little folder, neatly printed in black with green ornamentation. On the first page was printed:

"Watching Christmas Business . . . for Half a Century."

And this is the message found on the inside:

"When a business organization approaches the half-century mark in its existence—it has had ample opportunity to learn at least a few fundamental facts.

"In our own case we have observed some very interesting tendencies concerning Christmas trade during favorable and unfavorable business periods. During highly prosperous years people almost always spend too well—but not too wisely. In normal or less satisfactory times folks buy wisely indeed—choosing gifts of recognized quality that possess genuine utility. But the spirit of Christmas and the urge to give is never dimmed by dark clouds on the business horizon.

"We have created, particularly for this period, an unusually liberal presentation of Paris and Hickory Yuletide gifts such as your customers will be wanting this Christmas. Outstanding values at one dollar, fifty cents and twenty-five cents, too—yet retaining all the fine traditions of these favorably known lines for fine packaging, correct styling and acceptability.

"It will be a pleasure for us to tell you how we can help you make this Christmas a profitable one for you and a happy one for your trade. Your inquiry incurs no obligation—so write us now, while you're thinking of it."

### No Depression Talk to Public

But in its national advertising, its advertising which goes before the public, advertising in the *Saturday Evening Post*, *Liberty*, *Collier's* and other publications, no word is ever breathed of depression and there is no price selling.

Mr. Stein produced from his files a handful of page proofs. "Selling talks" in these advertisements were headed:

"Leadership . . . and how it is achieved.

"Supremacy . . . a symbol of an outstanding example.

"Dependability . . . that's why men prefer Paris.

"Change . . . the one permanent thing in life."

Under each heading, briefly, there is a story of how Paris garters, suspenders and belts have achieved the quality mentioned.

"It's bad psychology to keep telling the buying public that things are going to pot," said Mr. Stein. "We don't do it. Every business man ought to know that on a falling market no one buys until he has to. He argues, 'Things will be cheaper.' I can save a bit by waiting." So he waits.

"I have friends who tell me they pick up each morning's newspaper with fear and trembling. Editors could help things by putting the good news on page one and minimizing the bad news. By playing up bad news they make things worse.

"Go into any store and you'll find stocks diminished. You'll find lines broken. You can't get satisfaction. Merchants are adding to the great fear. A definitely bad scare confronts the consumer when he goes into a store and sees that the merchant is afraid to carry stocks. If the dealer is doing business on a starvation stock (it's long since ceased being a 'hand-to-mouth' affair) the consumer naturally concludes that it might be wise for him to put off buying a little while longer. And he does.

### Present-day Business Psychology

"Merchants everywhere have fallen into the way of boasting about their low inventories. They don't seem to realize that to have extraordinarily low inventories of stocks that are wanted and are moving is an indictment against good judgment. Adequate inventories of the right goods today are good business. Losses on sales of desired goods today are tremendous. Low inventories of slow-moving merchandise have justification, but low inventories should not become a fetish.

"The present-day tendency toward price-advertising seems to be questionable psychology, in my opinion. Examine all of our advertising and you will find that we have met 1931 conditions with confidence. I wish that all others would do likewise.

"What are the manufacturers who have forgotten quality for price, who have become wrecking crews, going to do when the upward turn comes? Won't they have to start in and rebuild their good names from the bottom? It will cost much money to recover lost prestige, if it can be regained at all.

"One principle we have observed with the utmost rigidity—we have never written a blue letter to a salesman. Every letter we send out contains sound, constructive thinking.

"Too many of the so-called 'pep letters' are childish. We don't treat our salesmen as children. We don't employ that kind of salesmen. But this we do. We report to our men on the firing line some outstanding, good sales made by other men. And hardly a day has passed in a year but we could report some fine, inspiring sale—often several of them."

Mr. Stein led the way to his Room-of-Packages. He pointed out a row of cedar chests, to be used for counter displays.

"We have put out more than 100,000 of these," he said. "They are great interest-builders. When one of them, in a store, is emptied the mer-

(Continued on page 148)



# Introduce "Payment on Shipment" to Speed Turnover, Widen Credit

BY LAWRENCE M. HUGHES

**T**O assure shippers of payment on shipment, a "Safety Shipment Form" has been devised by Harvey Page of New York City.

The form has been approved by the law and traffic departments of the Railway Express Agency, Inc., the legal department of the American Bankers' Association and the National Association of Credit Men.

Each form combines in one instrument the order, payment and shipment—all bearing identical serial numbers and declaration of value.

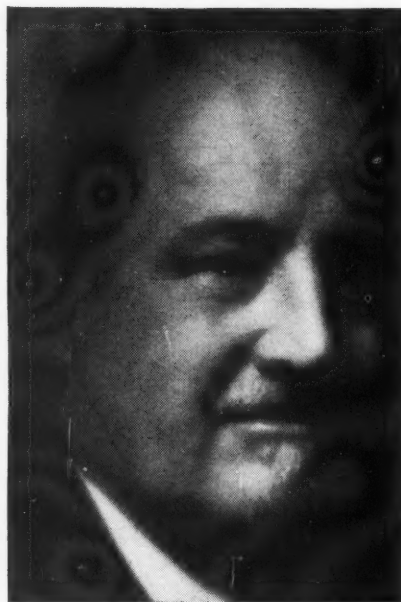
The top part of the S-S form is the buyer's order to the seller; the second, the buyer's check in payment, in full or in part, which specifies that the "above amount is on deposit with said bank, subject to this check, and I hereby assign said amount to the payee"; the third, the carrier's receipt, specifying whether the shipment is prepaid or collect (carrier's charges), and at the bottom, as a duplicate of this receipt, retained by the carrier, a stub, placed on the shipment by the carrier, and a shipper's receipt held by the seller, showing date and route of shipment.

The S-S check is not transferable or collectable unless accompanied by the Railway Express receipt (proof of shipment) bearing duplicate serial number of check.

Shipments may be made by Railway Express Agency, seller's own truck, local trucking or express companies, messenger service or freight. Export and import shipments are provided for and it is contemplated that the form will be adapted to the parcel post system, thereby eliminating loss and inconvenience in holding, and reshipping rejected collect shipments. On all classes of shipments the form provides for immediate payment of the check upon proof of delivery of goods (and carrier's receipt) forwarded to the carrier.

S-S forms have been copyrighted and patent applied for. They will be distributed nationally by the Railway Express Agency, Inc., and will be available to responsible companies upon application, at any bank in the United States.

An educational advertising campaign on the forms has already begun. In addition to direct mail, the *American Bankers' Association Journal*, *Railway Express Messenger*, *Credit & Financial Management*, *SALES MANAGEMENT* and other sales and credit executives' magazines will probably be used.



Harvey W. Page

The S-S form was created by Mr. Page to facilitate and assure payment of shipments, to speed up turnover, strengthen the credit of buyer and seller with their banks, and to assist in removing the danger to business of bad debts, over-extension of credit and kindred difficulties.

Mr. Page, an engineer, has spent almost his entire business life as a designer and manufacturer of industrial machinery, having attained success in the development of oil field equipment. With the curtailment of oil production which started two years ago he found no market for his equipment and thereby sustained a loss of a large amount of money.

Almost penniless at the age of fifty-three, he set out to find a new way to make a living. Profiting by his many years of experience in handling large shipments, both here and

abroad, and with a practical knowledge of the difficulties in the sight draft, C. O. D. and parcel post collect methods, he developed the S-S form to overcome these defects and, by using the medium of the reliable carrier, has placed the buying, selling and shipping of goods on a more definite and stable basis and has made it possible to bring such transactions to a sound banking condition.

In discussing the S-S form with this magazine, Mr. Page pointed out that the "form protects both buyer and seller by providing a very strong and definite contract, 'order payment and shipment.'" It has the additional advantages of a non-cancellable order and a non-stop check, and it imposes upon the seller the obligation of delivering to the carrier goods of a quality and quantity to the exact requirements of the buyer's order.

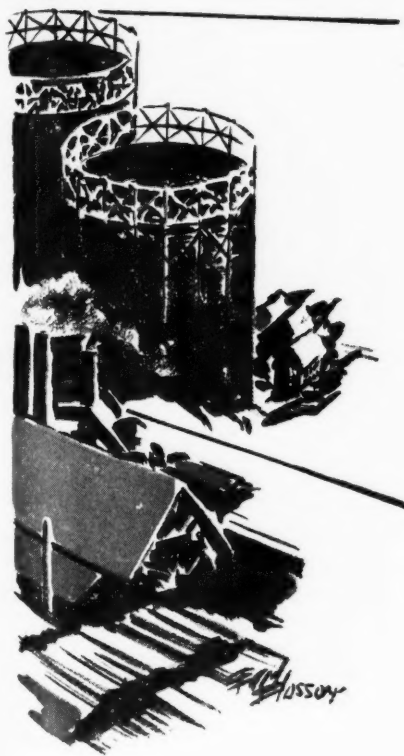
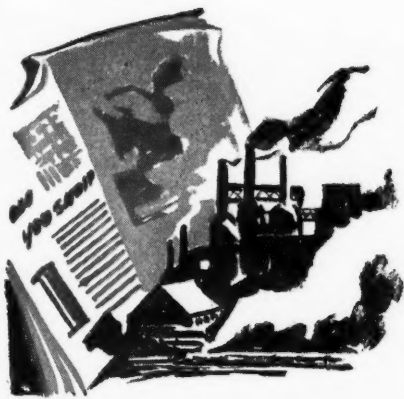
"The buyer, seller and bank each will find advantages in it. The buyer will profit by being able to avail himself of the special price offered by the seller for goods ordered by the S-S or 'payment on shipment' method. He will devise ways and means of borrowing, if necessary, the required funds for the specific purchases he wishes to make on the form, and will thereby know what he is paying for credit.

"We find," Mr. Page continued, "that the usual thirty-day account, if paid promptly, requires an average of forty-two days to provide liquid capital, showing a turnover possibility of eight times per annum. The average ten-day account requires the use of the seller's money for an average of twenty-two days, limiting turnover to sixteen times a year, whereas a shipment made on the S-S form requires but the time necessary to clear the payment on shipment check, an average of seven days, thereby providing a turnover possibility of forty-eight times a year.

"During the last two months we have contacted many firms, covering a large field of industry and of various degrees of credit and financial strength. Several 'test' deals were put through by some of them to get the reaction and the complete picture."

# *your advertising . . .*

## only where you'd send your salesmen . . . . .



Advertising is a salesman. Like any other salesman, it can't sell steam shovels to stock brokers, or stock ticker service to construction companies. It can sell *only to your logical prospects*. And in these days when every advertising dollar must pay its way, they're the only ones it should call on.

If you sell to business or industry, the McGraw-Hill Publications will take your advertising direct to your prospects—and to your prospects only. These magazines—each devoted to a

specific branch of business or industry—are read by 600,000 business men, industrialists, and engineers, the men who can write or withhold your orders.

More than that, these magazines are the buying guides of executives—69% on a recent check-up. These readers pay in advance for their yearly subscriptions—to keep abreast of both events and equipment.

Send your sales story to your prospects over the McGraw-Hill route. It's direct. It's economical. It's effective.



## PUBLISHING COMPANY, Inc.

Cleveland • Detroit • Chicago • St. Louis • San Francisco • Los Angeles • London

American Machinist  
Product Engineering

Engineering News-Record  
Construction Methods

Engineering and Mining Journal  
Engineering and Mining World  
Metal and Mineral Markets  
Coal Age

Electric Railway Journal  
Bus Transportation  
Aviation  
Textile World

Factory and Industrial Management  
Maintenance Engineering

The Business Week  
System

## Just How "Dumb" Was J. C. Penney?

**Y**EARS ago, when J. C. Penney had only a handful of stores and no New York office, he came to New York with some associates to make the round of buying offices. Aleck Smart, salesman for one of the larger manufacturers supplying the dry goods trade, took Mr. Penney in hand as he entered the showroom. Aleck Smart gave Mr. Penney the "works." He showed him the patterns he had sold to B. Altman and other big-time stores over the country. Here certainly were buying opportunities Mr. Penney could not miss!

Mr. Penney showed no interest in the fabrics the big metropolitan stores bought.

Aleck Smart retold his story and assumed his loftiest tone as he regaled the who's who of customers who had shown their wisdom in buying the patterns he was offering Penney. Throughout his solicitation Salesman Smart inferred that what was good enough for the biggest stores of the country was good enough for Penney. He was so sure of his ground that he gave Penney no chance to see anything else the house carried. Penney left without buying.

That evening the executive who tells this incident had dinner with Aleck Smart. Aleck nursed his pride at losing the sale by making fun of Penney.

"I had the dumbest customer today," Aleck chuckled. "Can you imagine it—I show him the stuff Altman's and big buyers like that buy as the season's best and he walks out on me. Imagine a guy thinking he's smarter than the highest-priced buyers in the business!"

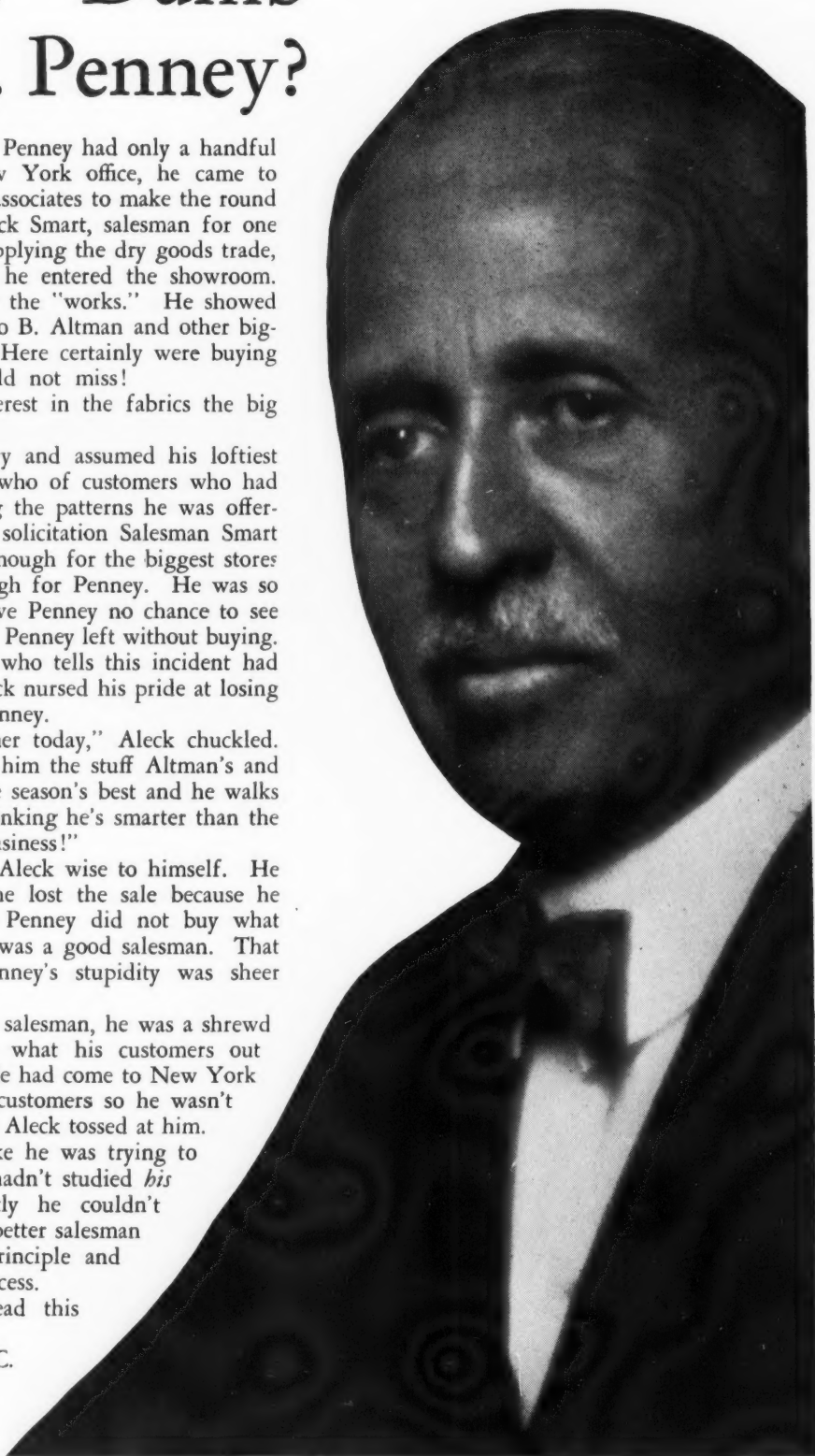
His listener wanted to put Aleck wise to himself. He wanted to show Aleck that he lost the sale because he was a poor salesman. That Penney did not buy what Aleck offered because Penney was a good salesman. That what Aleck thought was Penney's stupidity was sheer merchandising genius.

Because Penney was a good salesman, he was a shrewd buyer. Penney had studied what his customers out in the small towns wanted. He had come to New York to satisfy the needs of these customers so he wasn't carried away by the big names Aleck tossed at him.

Aleck had made the mistake he was trying to get Penney to make. Aleck hadn't studied *his* customer's needs, consequently he couldn't supply them. Aleck lost to a better salesman who took a sound selling principle and built it into a tremendous success.

If Aleck Smart should read this story, we'd like to ask him:

"Just how dumb was J. C. Penney?"

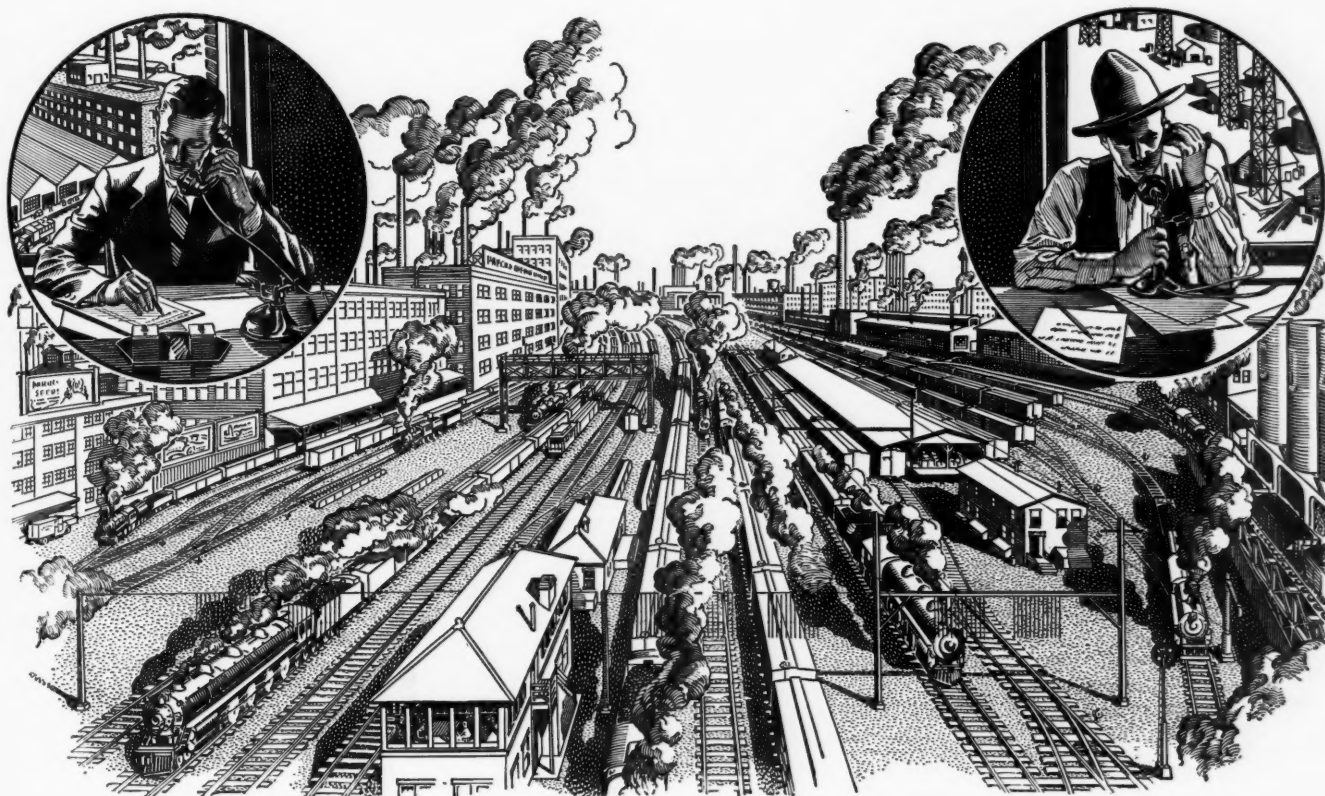




# THE TELEPHONE PLAN

## *of Market Coverage*

### *aids in the distribution of Westcott valves*



THE Westcott Valve Company uses features of the Telephone Plan of Market Coverage to meet a specific distribution problem. The company's business is concerned largely with the oil and natural gas industry of the west and south. Speedy shipments are essential, as the operations are usually ready for the valves when orders are placed.

The telephone plan developed for the company enables it to give truly exceptional service. Telephone contact with both customers and field representatives is frequent. In many cases, delivery is started a few minutes after the customer gives his order by telephone.

The telephone plan also brings this company much new business. In one territory, 103 per cent

increase in the use of the telephone was accompanied by a business increase of 130 per cent. Another division increased its gross business from \$8700 to \$47,000 in five months, largely through use of the telephone.

Telephone costs are low. Typical station-to-station day rates: Buffalo to Syracuse, 75c; Chicago to Minneapolis, \$1.60; Los Angeles to San Francisco, \$2.35; Jacksonville to Cincinnati, \$2.55.

*The Telephone Plan of Market Coverage helps business men accomplish more in less time and at less expense. Its features can be adapted to the specific needs of any business concern. An experienced telephone representative will gladly show you how they can be applied to your business.*

JUST CALL YOUR BELL



TELEPHONE BUSINESS OFFICE

## Auto-Lite's Dollar Electric Clock Swamps 9,000 Stores with Orders

CHICAGO—In two months after its introduction to consumers, the dollar electric clock of the Eltime Company, Toledo, has attracted 9,000 dealers and the company is now producing more electric clocks than all other manufacturers combined—with orders still far ahead of productive capacity, E. G. Bates, of E. G. Bates & Company, here, sole distributor, told SALES MANAGEMENT this week.

Eltime, wholly owned subsidiary of Electric Auto-Lite Company, was formed early this year to produce synchronous clocks designed by Nicholas Hogenbirk. They are being made in the Auto-Lite plant in Toledo, and are packed, shipped, billed and guaranteed for one year by that company.

Almost all of the large department stores in the country are now selling the new product, Mr. Bates said, and "every dealer, without exception, and whether or not he advertised it, sold out his initial shipment the first day he placed it on sale.

"Some department stores sold thousands of them the first day and could have sold thousands more if they had had them. One store cleared 5,600 the first day and took orders for several thousand more. A representative of this store was at the factory yesterday and would not leave until he personally saw 8,000 clocks loaded and billed to his firm. He wanted 10,000, but we could not supply them then.

"On a single day recently representatives of nearly twenty department stores, in all parts of the country, were at the factory trying to get immediate deliveries of more clocks than we could furnish them at once, in spite of the fact that we are producing more electric clocks right now than all other manufacturers combined—and one other manufacturer alone is producing 4,500 a day!" (Eltime's present production is about 10,000 a day.)

This record has been made without the aid of advertising. E. G. Bates & Company, a specialty sales organization, began preparations to sell the new product in July, when it employed eighteen experienced salesmen, and gave them a brief course of special training, chiefly to acquaint them with the product, the manufacturer and the market. These salesmen were then assigned territories covering all the populous centers of the country and sent out to call on department

stores, public utilities, and electrical, hardware and radio jobbers and large users of premiums.

The manufacturer had not advertised the product at all and even the dealer helps, with the exception of mats and electros for local newspaper advertising, were not ready. The company, however, will soon make window and counter display material available.

The Eltime clock is produced in a single model, four and one-half inches high, three and one-half inches wide, and two and one-eighth deep. It is offered in three pastel colors—green, blue and rose.

The company is also producing synchronous electric movements for the Block Electric Clock Company, New York, which supplies the cases and sells the complete units at \$1.50 to \$2.

## Prince Albert Tobacco in New Radio Series

WINSTON-SALEM—Fifty-six NBC stations will be employed fifteen minutes nightly, except Sunday, beginning October 26, by R. J. Reynolds Tobacco Company in a series of programs for Prince Albert smoking tobacco.

The program will feature Alice Joy, a new Illinois singer, and an orchestra under the direction of Paul Van Loan.

The company's Camel Quarter Hour will continue nightly, except Sunday, over CBS stations.



Guy C. Smith

## Chrysler Buys 3-Month Supply of Dollars to Steady Prices

LONDON—To meet the present currency difficulty, Chrysler Motors, Ltd., has bought enough dollars at a single quotation to meet requirements from the United States factories until the end of the year. Although forced to increase prices, in consequence, the company feels that this policy will stabilize its market and eliminate the uncertainty caused by day-to-day fluctuations in conformity with the changes in the value of the pound. Price increases range from £26 on the De Soto standard sedan (\$130 at par) to £150 on the Chrysler Imperial Eight sedan limousine (\$750 at par). The company is estimating carefully the number of cars it will require until January.

It has decided to import the new Plymouth, which is on view at the Motor Show now in progress at Olympia. The original retail price was £235 (\$1,175 at par), where it would have competed closely with the Ford, whose models range around £215 (\$1,075). However, as a result of the currency situation it will sell at £275 (\$1,375).

Chrysler Motors, Ltd., it is reported, may establish a British factory.

While free-wheeling is an integral part of the Plymouth, the company will not offer free-wheeling equipment—now available to the American motorist on all Dodge, Chrysler and De Soto models—to the British public.

Prices of British automotive products have experienced consecutive reductions in price of recent years and a new low level has just been reached with the introduction of a Rover car at £89 (\$445). Some of these reductions have been gained by using an increasing proportion of foreign materials, such as Austrian steel and Belgian upholstery, and prices of some British makes are expected to rise correspondingly in the course of the winter.

## Guy C. Smith Becomes Libby Sales Counsel

CHICAGO—Guy C. Smith, for a number of years advertising manager of Libby, McNeil & Libby, has become sales and advertising counsel to the company, with headquarters here. He will also be in charge of its southern division.

A. H. Kahne succeeds him as advertising manager.





# 5TH in AMERICA in WHOLESALE TRADE

## VOLUME OF WHOLESALE TRADE

*The following figures are from the latest bulletins of the Department of Commerce. They represent annual totals.*

New York .....	\$7,941,876,890
Chicago .....	2,492,140,478
Boston .....	1,349,711,704
Philadelphia .....	955,253,239
KANSAS CITY, MO. ....	903,604,698
San Francisco .....	736,790,713
St. Louis .....	655,629,357
Los Angeles .....	650,075,113
Minneapolis .....	557,318,124
Pittsburgh .....	514,511,525
Omaha .....	482,763,581
Detroit .....	466,767,801
Cleveland .....	424,429,383
Dallas .....	393,242,678
Cincinnati .....	350,147,680
Buffalo .....	348,257,366
Baltimore .....	333,751,337
New Orleans .....	323,402,659
Memphis .....	316,300,363
Milwaukee .....	297,823,254
Seattle .....	293,889,437
Indianapolis .....	278,928,925

**K**ANSAS CITY ranks fifth among all American cities in volume and value of wholesale business.

Cleveland and Detroit together fall short of Kansas City in wholesale trade by 12 million dollars annually. Kansas City leads St. Louis by 37%, Los Angeles by 39% and Pittsburgh by 75%. The combined wholesale volume\* of Baltimore, Rochester, New Orleans and Louisville is a million dollars less than that of Kansas City alone. Kansas City does more than three times as much wholesale business as Milwaukee and surpasses San Francisco by 166 million dollars.

Address this giant market through The Kansas City Star. Daily and Weekly, The Star reaches one out of every two families in all of Kansas and Missouri, excepting the city of St. Louis.

The Kansas City Star's advertising rate per thousand copies is the lowest in America.

\* \$902,173,177

## THE KANSAS CITY STAR.

EVENING 290,914

MORNING 289,040

SUNDAY 305,279

WEEKLY STAR 499,875

## Contest Lifts Copeland Volume 60 Per Cent in "Off Season"

MOUNT CLEMENS, MICH.—The normal end-of-the-summer slump failed to materialize this year, as far as Copeland Products, Inc., was concerned. By means of a special sales contest between July 20 and September 30, this refrigerator company increased the number of its units sold 60 per cent over the same period of last year.

There were two divisions in the contest—one for distributors and one for individual salesmen of distributors and dealers. First prize in the former, a Chevrolet coupe, went to the Radio Electric Store, Springfield, Ohio; second, a Ford coupe, to A. L. Fink Electric Company, Cincinnati.

First prize for individual salesmen, \$300 in gold, was won by Carl Windel, of the Radio Electric Store, Springfield; second prize, \$200, by E. Marventano, and third, \$100, by M. J. Tuminelli, both of the Mallory Refrigeration Company of Brooklyn. Two other salesmen received prizes of money and 175 of merchandise.

The first mailing in the contest was a "mystery" piece, announcing, "We are going places with Copeland NOW!" Then it asked that the names (with home address and whether married or not) of every man who sold Copelands for the dealers be rushed to the home office. The reason for this was to enlist the aid of the wives in the contest. They would understand why their husbands were to be out many more evenings than usual. Prizes were offered which also appealed to the woman and her help was asked so that her husband could win one or more for her. She could also help by discovering prospects among her women friends.

At the right time a letter and a broad-side broke the news to the salesmen just prior to the date of the beginning of the contest.

On the front page were two drawings, one showing money rolling out of an open bag and below it a composite picture of various prizes offered. "Are some of these gold pieces going to roll into your pocket? And some of this valuable merchandise coming your way, too?" was asked in bold-face red type. Points were recorded as so many ice cubes. Each sale represented a certain number of ice cubes, depending on the kind of refrigerator sold and its value. These were chosen because *Ice Cube* is the name of the Copeland house organ and tied in closely with promotional features of the campaign.



Robert H. Crooker

## Crooker Will Supervise Chevrolet Advertising

DETROIT—Robert H. Crooker has become advertising manager of the Chevrolet Motor Company, succeeding R. K. White, who has been transferred to a sales position with the Oakland division of General Motors.

At one time advertising manager of the former Chalmers Motor Car Company, Mr. Crooker is said to have administered the first \$1,000,000 automobile advertising budget. For nine years he was advertising and sales promotion director of Federal Motor Truck Company, and more recently has been an account executive of Campbell-Ewald Company, advertising agency, and then assistant manager of Chevrolet.

W. C. Buyers is now assistant advertising manager.

## Clark Heads Vita Glass; To Promote Low Prices

NEW YORK—Milton T. Clark has been elected president and a director of the Vita Glass Corporation, to replace Percy H. Jennings, who is now chairman of the board and treasurer. Mr. Clark has been vice-president of Truscon Steel Company, and more recently president of the Campbell Industrial Window Company, a division of American Radiator-Standard Sanitary Corporation.

American production of Vita Glass, recently started at Clarksburg, West Virginia, has enabled reduction of prices to about one-fifth of those originally charged for the imported product. It will be marketed through glass distributors.

## Newspaper Use of Color Increasing, Milwaukee Agency Discovers

MILWAUKEE—Of 188 newspaper publishers in the middle west who have replied to a questionnaire of the Cramer-Krasselt Company, Milwaukee advertising agency, fifty-three now offer run-of-paper color (black and one or more colors) and the same number offer color in some form, either on specified pages, or in the roto, the magazine or the comic sections.

Although eighty-two of these newspapers are not yet equipped to offer it, a number of them indicated that they merely await a demand from advertisers and their agencies before installing color equipment, Cramer-Krasselt found.

The use of color in newspapers is expected to be extended soon by the development of equipment making it possible for newspapers to produce sheets which run several colors and black, or actual process pages, at regular black-and-white press speed.

Among the fifty-three who offer r. o. p. color, one publisher indicated that a two-page spread was the minimum size of color advertisements which it would carry; twenty-five gave their minimum at one full page, and twenty-three at less-than-page units—some of the publishers offering advertisements as small as thirty inches in several colors.

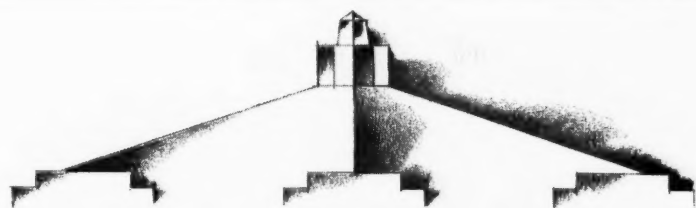
Nine of these fifty-three limit color to one page an issue, fourteen to two pages, seven to four pages and seventeen have no limit.

Eight of forty-three indicated that they had made no effort to sell color as such, and twenty-four of forty-two replied that they had brought color advertisements to the attention of national advertisers.

In addition to novelty and attention value, newspapers seem to see little reason for using color, the agency added. Thirteen of the fifty-three who replied mentioned at random: added selling force, comparatively low prices, mental impression created, exact reproduction of the product, quality of printing and better appearance, and the better position accorded color advertisements. Forty-seven of forty-eight handle color solicitations through members of their regular staff.

The Cramer-Krasselt Company has worked out a plan for instructing newspaper space salesmen in the fundamentals of "Color as a Sales Factor."





## UNDER ONE ROOF

THE Sterling Engraving Company has become a single complete unit united under one roof. Adequate additional space has been taken and the Color Process Plant formerly located at 475 Tenth Avenue, in the McGraw Hill Building, has been combined with the Black and White, Ben Day, Color and Art Departments at 304-320 East Forty-Fifth Street.

This further move coordinating the several departments more closely is in the interest of increased efficiency of production, a closer customer contact in the various characters of work, and in response to the present day demands for greater economies.

Sterling is organized and equipped to serve the most exacting requirements as to quality and time schedules.

From the Black and White and Four Color Process Galleries provided with the most modern and efficient facilities manned and supervised by a corps of highly skilled trained journeymen to a fleet of presses adapted to all processes including three large Claybourn automatic Four Color Proofing Presses — proofing as your plates are printed — together with inter-related Departments tuned and adjusted to like production standards — Sterling continues to the fore as an Institution of Pictorial Reproduction and Expression.

COLOR PROCESS — BLACK and WHITE — BEN DAY — LINE

# STERLING ENGRAVING COMPANY

304 EAST FORTY-FIFTH STREET — *Vanderbilt* 3-7661 to 7666

NEW YORK, N. Y.

## All Druggists Get Free First Stock of Luden's New Digestion Drops

READING, PA.—A five-package carton of its new Digestion Drops is being sent free by Luden's, Inc., here, to each of the 57,000 retail druggists in the United States, in a plan to secure "overnight" national distribution for this companion to its thirty-year-old Menthol Cough Drops, N. S. Reppert, sales manager, informed this magazine this week.

Millions of "miniature tasters" also will be available for the public, Mr. Reppert said. The advertising campaign is to involve nation-wide broadcasts over a CBS chain, beginning November 1, supplemented by local radio advertising, national magazines, newspapers in larger cities, outdoor, point-of-sale media and package inserts.

The program will emphasize "Coughs and Colds—The Billion-Dollar-a-Year Menace" and "Indigestion—The National Curse."

Developed after a year of research, the Digestion Drops will be sold, seventeen for five cents, in a cellophane-wrapped package.

The company has worked out a program, covering intensive localized work, for a ten-year period.

## Controlled Circulation Audit Bureau Starts

NEW YORK—Controlled Circulation Audit has been incorporated by representatives of advertisers, agencies and publishers, to certify distribution facts and figures for controlled circulation business publications. Temporary offices are at 420 Lexington Avenue.

The officers are Paul B. West, National Carbon Company, president; Aglar Cook, Drug Topics Publishing Company, vice-president; E. N. Downs, Ethyl Gasoline Corporation, secretary, and Joseph Vessey, Kenyon & Eckhardt, New York agency, treasurer. Other directors are T. H. Bissell, International Nickel Company; R. C. Byler, SKF Industries; E. L. Bill, Federated Business Publications; Raymond T. Carey, *Automotive Merchandising*; Don Julien, Graybar Electric Company; Walter Mann, Walter Mann & Staff, and Roger L. Wensley, G. M. Basford Company, advertising agency. Frank L. Avery is managing director. "We expect to release our first reports soon," Mr. West said. "The service ultimately will be nation-wide in scope."

## Account Changes

NATIONAL BISCUIT COMPANY, New York, to Batten, Barton, Durstine & Osborn, Inc., there. Transfer includes all of the company's products, except those of the Shredded Wheat division, which will continue to be handled by Frank Presbrey Company.

STETSON SHOE COMPANY, INC., South Weymouth, Massachusetts, men's and women's shoes, to William H. Rankin Company, Inc., New York.

B. F. GOODRICH FOOTWEAR CORPORATION, Watertown, Massachusetts, rubber footwear, to McCann-Erickson, Inc., New York.

SALTESEA PACKING COMPANY, Providence, branch of AMERICAN OYSTER COMPANY, Salte sea clam chowder, vegetable soap, pea soup and lima beans, to Wadsworth & Walker, Inc., New York. Newspapers.

PISTON RING COMPANY, Muskegon, Michigan, to Grace & Holliday, Grand Rapids.

CALIFORNIA FRUIT SOLIDS, INC., San Francisco, "wine-bricks," to Beaumont & Hohman there.

BUNTE BROTHERS, Chicago, confectionery, to Dunham, Younggreen, Lesan Company there.

FANNY FARMER CANDY SHOPS, INC., Rochester, to Finley H. Greene Advertising Agency, Buffalo.

NORWALK TIRE & RUBBER COMPANY, Norwalk, Connecticut, tires and tubes, to Smith-Patterson-Allen, Inc., Hartford.

PRESS PRODUCTS, INC., New York, metal household specialties and electric clocks, to Louis H. Frohman Company there.

AMERICAN THERMOS BOTTLE COMPANY, Norwich, Connecticut, Thermos products, to McMullen, Sterling & Chalfant, Inc., New York.

DANE MANUFACTURING COMPANY, Dane, Wisconsin, hog feeders, tank heaters and drain valves, to Arthur Towell, Inc., Madison, Wisconsin.

CHICAGO DAILY NEWS, INC., Chicago, to Homer McKee Company, Inc., there.

LA-PLANT-CHOATE MANUFACTURING COMPANY, Cedar Rapids, Iowa, industrial equipment, to Fred A. Hinrichsen, Davenport.

HERMAN A. DEVRY, INC., Chicago, carillons and sound film projectors, to Paul A. Florian Advertising Agency there.

PENNZOIL COMPANY, Oil City, Pennsylvania, lubricants, to Hays, MacFarland & Company, Chicago.

J. W. WUPPERMANN ANGOSTURA BITTERS AGENCY, INC., New York, Angostura Bitters, to Street & Finney, Inc., there. Newspapers in principal cities.

## Under-10,000 Cities Boast Nearly Half of U. S. Stores

WASHINGTON—Forty-five per cent, or 698,536, of the 1,549,168 retailers in the United States are located in towns of less than 10,000 population or in the open country, Charles D. Bohannon, in charge of Agricultural and Rural Distribution of the Bureau of Census, announced this week. About 52 per cent of the nation's population lives in the area served by these retailers, Mr. Bohannon said.

"There are 5,270 towns of 1,000 to 10,000, divided into various size groups as follows: 851 cities and towns between 5,000 and 10,000; 1,332 between 2,500 and 5,000; and 3,087 between 1,000 and 2,500. In addition, there are 10,346 incorporated towns of less than 1,000 population, often important trading centers.

"The 698,536 retailers serving this area reported total sales in 1929 amounting to \$15,387,078,432," Mr. Bohannon continued. "Although these retailers as a group thus account for only 30 per cent of the total retail sales, it should be remembered that many of the smaller towns have an important retail business.

"While the average per capita sales of retailers in the smaller towns and cities is only \$239, as compared with the average for the entire United States of \$407 and from \$546 to \$645 for cities in the larger size groups, nevertheless these figures should not be taken to indicate that retailers in these smaller places are in all cases losing out to retail stores in the larger cities. If, as has recently been said, per capita sales figures for any city constitute a measure of the attraction of that city as a trading center, it becomes interesting to note that many towns of less than 10,000 have an average per capita sales figure considerably larger than that for the United States as a whole."

With sales amounting to \$1,927,622,967 in 1929, or 4 per cent of the entire retail trade business in the country, the "country general store is still in the front rank of retail trade outlets," Mr. Bohannon pointed out.

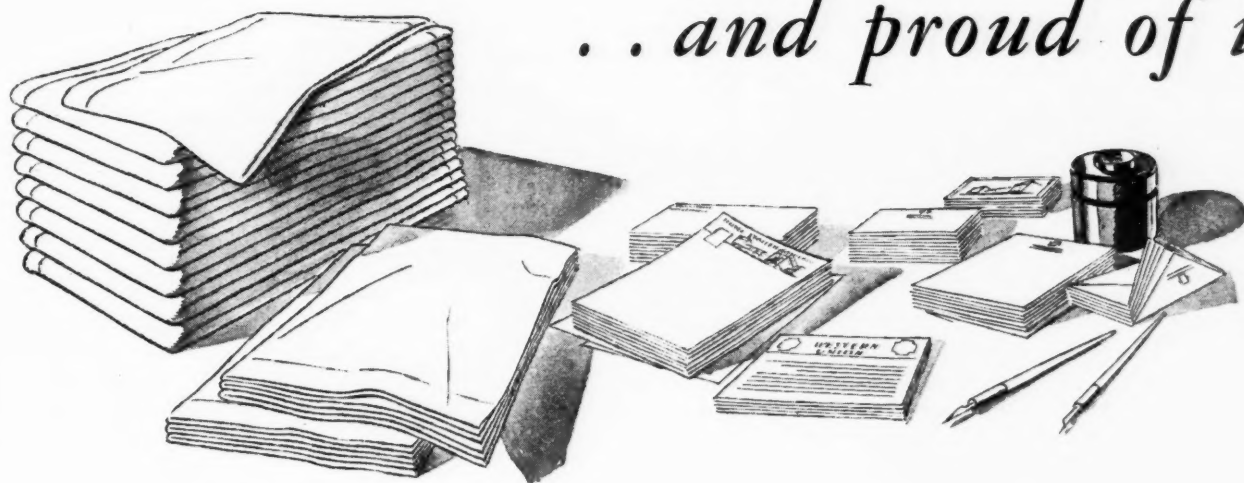
Only four other kinds of stores—grocery, grocery with meat market, department and motor vehicle sales and service establishments—lead the general stores in total retail business. The percentage of total volume of this type of outlet varies from 1 per cent in states like Massachusetts, New Jersey and New York, to 9 in Nebraska, 12 in North Dakota and 18 in Mississippi.



# WE'RE LAVISH

## HOUSEKEEPERS

*... and proud of it*



How irritating are the economies of too frugal housekeeping! You rush into your hotel room late in the afternoon, hop under the shower, reach for a fresh towel — and there isn't one. The day's skimpy supply completely exhausted! You can either use a rumpled towel or phone — and wait — for an extra one to be sent up.

Or you sit down to your desk to dash off a few letters . . . find rusty pens, a caked ink well, only a few sheets of stationery. More inconvenience of sending — and waiting — for additional supplies to be brought!

Economies like these are not practiced in the Statlers. In our houses we provide such an abundance of supplies that you don't need to phone — or wait — for *anything*. Your bathroom boasts a liberal stack of bath towels and linen face towels — pure white, extra size, of the *finest quality*. Even the shower curtains are kept fresh and clean.

Moreover, your writing desk is amply stocked with stationery — letterheads, note paper, correspondence cards, postals, blotters, telegram blanks, new pens of different types, fresh ink in a clean, non-caking well — even the year's calendar. A quantity generous enough to satisfy the most industrious correspondent!

And we're not only lavish housekeepers, but *good* housekeepers — proud of the extreme cleanliness of our rooms, our beds, draperies, walls and carpets.

During our years of hotel-keeping many have told us we're *too* lavish. Some even called it lavish when we were the first hotels to provide *every room* with its own private bath, circulating ice water, free radio reception — a newspaper under the door every morning. But we shall continue to provide *unstintingly* all the conveniences — and supplies — which mean so much to the comfort and satisfaction of our guests.

# HOTELS STATLER

BOSTON • BUFFALO • CLEVELAND • DETROIT • ST. LOUIS

*in NEW YORK, Hotel Pennsylvania*



+++ THE IRVING FISHER INDEX of Business Conditions on October 17 reached 104—the highest point since November, 1930.

+++ THE PACIFIC COAST BASEBALL LEAGUE played to its greatest attendance in history this past season.

+++ WESTINGHOUSE ELECTRIC has instructed its refrigeration plant at Mansfield, Ohio, to step up operations to capacity for the entire year 1932.

+++ THE NEW YORK COTTON EXCHANGE on October 20 had the year's biggest day—the prices advancing steadily and closing thirty points higher than the previous close.

+++ ACCORDING TO S. W. STRAUS & COMPANY FIGURES the following cities reported a larger volume of building permits last month than in September, 1930: Boston, New Haven, Worcester, Washington, Indianapolis, Terre Haute, Baltimore, St. Louis, Yonkers, Pittsburgh, Cambridge and St. Paul.

+++ INTERNATIONAL PROJECTOR CORPORATION has placed its full factory staff on a fifty-four-hour week basis.

+++ EARNINGS OF DRUG, INC., are estimated at \$6.25 a share for 1931, vs. \$6.03 in 1930, and the Walgreen Company in the first nine months earned in excess of \$1.75 a share as against \$1.55 in 1930. Their dollar sales volume is 3.6 per cent above last year.

+++ THE ELECTRICAL WORLD'S monthly survey shows a rise of 3 per cent in manufacturing activities throughout the country in September.

+++ DOLLAR SALES OF FIRST NATIONAL STORES during the five weeks ending September 26 were greater than in the 1930 period—this was the first gain in thirteen months.

+++ HEAVY CONSTRUCTION CONTRACTS during the past week amounted to \$33,033,000, according to *Engineering News Record*, as compared with \$26,717,000 the previous week and \$30,021,000 a year ago.

+++ JANESVILLE, WISCONSIN, IS MEETING THE UNEMPLOYMENT PROBLEM by adopting a five-year program of public works aggregating \$4,382,050.

+++ CUSTOMS COLLECTIONS at the port of Providence in August were the largest in history for that month. Boston collections also are showing increases.

+++ CARPET WOOL CONSUMPTION gained 88 per cent in August over the same month last year, and for the first eight months showed an increase of approximately 20 per cent.

## Ten Food Concerns Join in Cooking Schools in Twenty Cities

BALTIMORE—Ten manufacturers of food products, or allied lines, are co-operating in a series of cooking schools to be held in twenty cities under the auspices of the Radio Cooking Club of America, Inc., here.

A feature of the plan is that the entire school, which lasts for two hours in the afternoon, four days a week, will be broadcast as well as presented to a visible audience in a large auditorium. The event is advertised in newspapers and by posters and the combined efforts of salesmen of the participating companies. These companies also give awards.

The products of each manufacturer are discussed in demonstrations of their various uses in food preparation. The series is in charge of Miss Eleanor Howe, a home economist. The first school is being held in Reading, Pennsylvania, this week, and the second in Newark, next week.

Companies participating are Armour & Company; Borden Sales Company, Inc.; General Baking Company; Kelvinator Sales Corporation; C. F. Mueller Company; My-T-Fine Corporation; National Sugar Refining Company of New Jersey; Standard Brands, Inc.; Standard Gas Equipment Corporation, and McCormick & Company, Inc. Headquarters of the club are at 414 Light Street, here.

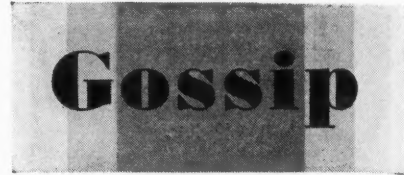
## Carey Heads Cheney Bros.

NEW YORK—Dennis P. Carey has resigned as president of the Belding-Heminyway Company to become chairman of a recently organized managing committee of Cheney Bros., silk manufacturer, here.

## Cut Price to Take Washer from "Specialty Class"

TOWSON HEIGHTS, MD.—To take the electric washing machine out of the specialty class, Black & Decker Manufacturing Company here has reduced the price on its Cinderella model from \$37.50 to \$27.50. No changes in materials or design are involved.

The company believes that the low-price and profits per unit will be justified by greater volume. Although sales figures are not yet available, Black & Decker has had a great increase in requests for dealer help material.



... Van Sant, Dugdale & Corner, Inc., Baltimore and Towson, Maryland advertising agency, has opened a Syracuse office in the Syracuse Building, with EDWARD S. BARLOW, until recently president of Barlow, Feeley & Richmond, Inc., of that city, in charge. Mr. Barlow formerly was vice-president of Z. L. Potter agency of Syracuse, an account executive with the Chicago office of Lord & Thomas, sales manager of the Nettleton Shoe Company, and assistant to the president of Selz Shoe Company.

... TIMOTHY SULLIVAN, for the last six years an executive in the Artist's Service of the National Broadcasting Company, and previously with Fox and United Artists, has joined the radio department of McCann-Erickson, Inc., New York agency.

... J. P. NEFF, formerly of Bellamy-Neff Company, and more recently New York manager of Vanderhoof Company, Chicago, is now with the Wales Advertising Company, New York.

... RICHARD FENTON and VICTOR E. LEWIS have formed Fenton-Lewis, Ltd., Los Angeles agency.

... CHARLES E. KIDNER of the New York office of N. W. Ayer & Son, Inc., has joined the Shuron Optical Company, Geneva, New York, as a special representative.

... JOHN H. DUNHAM, chairman of the board of Dunham-Younggreen-Lesau Company, Chicago agency, has resigned.

... R. A. SCHIRMER, former advertising director of Rudolph Wurlitzer Company, has established his own agency, R. A. Schirmer Company, at 24 East Sixth Street, Cincinnati.

... Advertising Corporation of America, New York City, has opened an office in the Stormfeltz-Loveley Building, Detroit, under HERBERT D. MURRAY and E. B. TURRILL.

... F. E. HOLLIS has acquired the Feeder Advertising Agency of Danville, Illinois, and changed its name to the Lincoln Advertising Agency.

... CHARLES S. ROBERTS, until recently head of the Advertisers Illustrating Company, has become general manager of the Chicago office of Albert Frank & Company.

## Plan St. Louis Sales Forum

ST. LOUIS—The Fifth Annual One-Day Sales Executive Conference of the Sales Managers' Bureau of the St. Louis Chamber of Commerce will be held at the Hotel Jefferson, Friday, November 20—the theme, "Selling Under the New Economic Conditions," being covered by five prominent sales executives whose names will be announced later. David Hearsh, vice-president of Berkowitz Envelope Company, is head of the committee in charge.

## Here's Another Sales Plan That Knows No Depression

(Continued from page 125)

willing to stock my unknown remedy. I was somewhat discouraged until the next morning when I strolled down to the beach and found five or six first-aid stations, each in a tent presided over by a young medical student. I talked to these young doctors and the lifeguards, who all agreed that there was a very persistent demand for something that would relieve sunburn. I told them that I would like to leave a number of samples with them if they would assist me in a few experiments to determine the value of Noxzema. In every case the young doctors were not only willing but eager to cooperate. I asked them to annoint one of the patient's arms with the remedy they were using, and the other arm with Noxzema, then ask the patient to report the next morning. After two or three days the druggists in Atlantic City began to notice a rather healthy call for the remedy, and when I went to see them I had no trouble in securing some nice orders.

"Then I went back to the first-aid stations and told the young physicians that I was having prescription blanks printed bearing their names and a prescription for Noxzema, and asked them if they would pass them out to people who had been benefited at the station. They all agreed and during that season several thousands of these blanks were passed out.

"As a result, our Atlantic City business for the season was amazing, and before the next summer we had devised a similar plan to include every bathing beach in the country. We first sold the lifeguards at the first-aid stations by demonstrating the remedial value of Noxzema. The business followed naturally, and in one season the demand swept the country. The bathing beach business put us on our feet. Indeed, I may say that our business is built on this foundation.

"The selling of Noxzema as an eczema remedy followed, and then we began to receive communications from all over the country advising us of new uses. We found that Noxzema was just as good for chapped hands and faces as for sunburn. Men by the hundred wrote us that they were using it before and after shaving with excellent results."

As the business developed, the increase of volume shows some interesting indications. In 1924, for instance,

the company sold about 860,000 jars of Noxzema. In 1930 the volume had increased to more than 7,000,000 jars. This year, from present records, the increase will be about 40 per cent and total sales will be more than a million dollars. During this development the company has gradually built up an exceptional selling organization, but, according to Dr. Bunting, the most important factor of the business has been the fundamental principle of first developing a product that is economically justified and then taking advantage of a potential demand.

Many times sales and advertising specialists have advised a change in name on the theory that "Noxzema" indicates a medicinal remedy rather than a toilet preparation. But Dr. Bunting is convinced that a change of name would not be advisable.

"In the first place," he said, "eczema is a generic word used to refer to perhaps ninety different skin troubles. Our name suggests an eczema remedy; but I do not think that this fact will make anyone hesitate to use it for other purposes. For instance, I remember that we had a very large demand for Glover's Mange Cure to relieve dandruff, and I could cite many other instances of the kind. I think our experience proves that it is the quality of the product and not the name that is most important. I would advise any manufacturer who has established a name that is easy to remember and indicative of an important result of his product to stick to it."

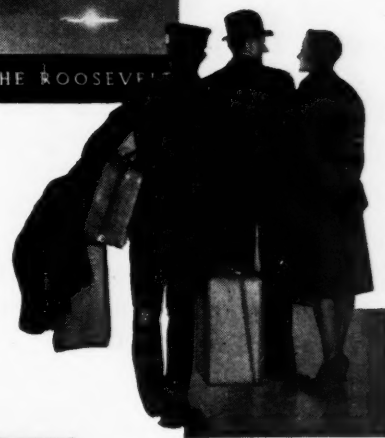
### Japanese Crab Concerns Merge Sales Efforts

SAN FRANCISCO—Five leading Japanese crab meat firms have established the King Crab Packers' Sales Corporation, as a cooperative marketing and advertising corporation, with head offices in Tokyo, and have launched an advertising campaign through N. W. Ayer & Son, San Francisco office, involving the use of newspapers as far inland as Denver, space in *Sunset Magazine* and a once-a-week broadcast over the Pacific Coast NBC network. The merged brands are Namco, Geisha, Blue Flag, Sakhalin and Three Diamonds. Copy emphasizes flavor and iodine content of the crab meat products.

WHEN MAY WE  
MEET  
*Your* TRAIN?



THE ROOSEVELT



**W**E'VE tried hard, but we *can-*  
*not* get over our old-fash-  
ioned idea of wanting to meet our  
guests as a proper host should—at  
the station. So we'll continue to send  
our porters to meet them when their  
trains pull in at Grand Central, if  
they'll let us know the time. We'll es-  
cort them, with their luggage, through  
our very special underground passage  
leading from the station directly into  
our lobby... a little thing, to be sure,  
but it's precisely these little extra at-  
tentions that bring people back to us  
again and again when they visit New  
York. When may we meet *your* train?

*Our new tariff is thrifty—  
it starts at \$4.50!*

**The ROOSEVELT**

Madison Avenue at 45th Street, New York  
Edward Clinton Fogg—Managing Director





**MERGER THAT FELL THROUGH:** The Bethlehem Steel-Youngstown Sheet & Tube merger has been called off. On account of "changed conditions," Bethlehem exercised its right to cancel the contract entered into in March, 1930. Under that contract stock was to have been exchanged on the basis of one and one-third shares of Bethlehem for one share of Sheet & Tube. At that time Bethlehem was selling for about 101 and Sheet & Tube for about 140. When the deal fell through Bethlehem was quoted at something like 28 and Sheet & Tube at 23. The materially changed relations between the prices of the two stocks had changed the whole complexion of the transaction. . . . To the outside observer it would seem that any industrial advantages which might have come from the amalgamation a year and a half ago would have been magnified by the depression. For if mergers have any obvious merits they are inherent to economies possible in avoiding duplication of expense in management and distribution, as well as to expansion of profitable markets. It would seem, however, that in this case other considerations not remotely connected with the stock market may have been a major factor. . . . This inference does not necessarily afford reason for condemning the original project. But it can hardly fail to strengthen suspicion regarding the nature of a good many of the great mergers which characterized the booming period that came to an end a few months before the projected Bethlehem Steel expansion. It should have the effect also of increasing the sensible desire to find something more durable than stock market quotations as a measuring stick of real property values when manufacturing concerns are contemplating development by combination.

**QUALITY TESTS:** "Current market conditions, heavily emphasized by the depression, have placed price as the first consideration in both the production and sale of merchandise. Probably at no time in the last fifteen years have standards of quality in merchandise been so low as during the last two years."—This statement comes from the Better Fabrics Testing Bureau of the National Retail Dry Goods Association. It may be somewhat colored by the desire of the bureau for factory tests that will check the prevailing abuse in time to save the distributor from loading up with inferior merchandise. But it is significant that such an outgiving should emanate from an association, members of which are daily assuring the public that the bargains they are offering have never been paralleled. . . . There would be obvious gain in general acceptance of a label affixed in the factory which would be a veritable hall mark of

soundness in the character of the goods bearing the stamp. The underlying idea of adequate laboratory tests to ensure quality is praiseworthy and should be encouraged. It seems unfortunate, however, that manufacturers and distributors should have no better sense of their responsibility to the public than is implied by the statement of the dry goods men's bureau. . . . If poor fabrics are being turned out in false guise and sold to meet the demand for low prices, there is no need of laboratory tests to disclose the fact. Producers and sellers know perfectly well what they are doing. Tests and labels may have some effect in inducing them to mend their ways for purely practical reasons. A better understanding of their obligations to themselves and to their customers would go even farther in the right direction.

**NEED OF CREDIT EXPANSION:** Col. Leonard P. Ayres of the Cleveland Trust Company does well in calling attention to the harm done by the recent precipitate efforts of banks to liquidate their loans without consideration of their customers' difficulties. While strengthening their own position in a narrow sense, banks which have engaged in this practice have injured their position in a broad sense. By applying a spur to fears and by restricting credit when expansion of credit was needed, they have put manacles upon business when utmost freedom was essential to restoration of equilibrium. . . . If our banking system had always pursued an extremely cautious policy, discouraging in flush times loans which would not be likely to stand the test of less favorable conditions, we might have escaped a considerable part of our present tribulations. But, as everyone knows, the banks did nothing of the sort during the boom. They not only accepted security at highly inflated valuations. Some of the largest of them set up subsidiary companies of their own to make the most of speculative opportunities which, under the banking laws, banks as banks could not touch. To increase the ensuing difficulties by compelling their customers to dispose of collaterals in a period of extreme deflation was to impair the foundation of business for the sake of which banks exist. . . . The banking pool suggested by President Hoover was not designed to re-establish easy credits with a view to launching a new security boom. Any such effect would be likely to cause further damage. Its purpose, as originally set forth, was to ease the credit strain through the agency of rediscounts by spreading out the burden which many banks took on when the law of gravitation seemed less active than it has since become. Unless the plan is carried out in this spirit the device will be of little avail for the legitimate uses of business in general.

# Pie Crusts *and* Pot Roasts

## *get Serious thought in*

# WESTCHESTER

Westchester homes may have servants and they may not. But the housewives of America's wealthiest county give serious thought to the returns on the \$66,000,000 they invest annually in their local food stores. Their consistent response to daily articles on homemaking and allied subjects has now led to the establishment of a Homemaking Service Department by the publishers of the newspapers in Westchester's eight most important towns.

Under the direction of Mrs. Jane Deeter Ripplin, this efficiently staffed department will conduct a series of cooking schools in these eight towns during the com-

ing winter. These cooking schools offer an exceptional additional service for the many advertisers who are anxious to make the most of the possibilities in the responsive Westchester market.

A booklet, giving complete plans of the schools, the cities in which they will be held, and the dates, as well as the organization, operation and personnel of the schools, will be ready for distribution on or about November 1st.

These may be obtained direct from Westchester County Publishers, Inc., White Plains, New York, or through our national representatives.



#### MISS ANN CHESTER

Miss Ann Chester, Home Service Director for Westchester County Publishers will be the lecturer for the coming series of cooking schools.

Miss Chester has had many years of experience and was in charge of the Home Service Department of a large Mid-Western Public Utility Corporation. During the past three years, she has lectured at cooking schools conducted by eight Mid-Western and Southern newspapers and by the *Advertiser*, Honolulu.

The Home Service Department has been organized in response to the requests of readers, and is equipped to answer homemaking problems of many kinds. It will have a section devoted to testing labor-saving and household equipment, as well as a special division for problems of Child Health.



## THE FAMILY NEWSPAPERS IN THE NATION'S RICHEST COUNTY

WESTCHESTER COUNTY PUBLISHERS, INC.

WHITE PLAINS, N. Y.

OSSINING CITIZEN-SENTINEL : MAMARONECK TIMES : YONKERS STATESMAN :  
TARRYTOWN NEWS : MOUNT VERNON ARGUS : NEW ROCHELLE STANDARD-STAR :  
PORT CHESTER ITEM : WHITE PLAINS PRESS (AFFILIATED)



Nationally Represented by KELLY-SMITH Company, Graybar Building, New York, N. Y.

PHILADELPHIA, PA. : ATLANTA, GA. : BOSTON, MASS. : CHICAGO, ILL. : DETROIT, MICH.

# Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., October 21—An interesting and significant discussion is going the rounds of the authorities regarding the effect of the depression on the permanence of the capitalistic system throughout the world. It would be impossible, a prominent economist remarked recently, to destroy or greatly modify a system that offers the individual so many opportunities for the accumulation of wealth if it were not for the hazard of dishonest practices that the system harbors. "Commercial racketeering will have to go," he said, "or it will be the cause of the destruction of the capitalistic system within a generation, in my opinion. Withdrawals from banks, increased hoarding and the recent marked growth of postal deposits are an indication of the trend toward Government regulation of business that the industrial leaders of this country cannot afford to ignore. Talk to the man who has lost his life savings in a real estate swindle, listen to the reasoning of the thousands who have lost money in recent bank failures, and your thinking will be stimulated to the point where you will realize the necessity not only of offering opportunities to the individual but of safeguarding his interest against dishonesty, if the present system is to survive.

"When protective legislation is suggested, it is usually opposed by business men who fear that it will react unfavorably against some legitimate business. This means that business men do not realize the irreparable injury that is being wrought, not only to legitimate business but to the system on which it is founded, by illegal transactions of all kinds, by insecure bond issues, unsound stock promotions, and the innumerable swindles that absorb hundreds of millions every year that otherwise would go into legitimate channels of business."

**"America's Sweet Tooth,"** a recent radio talk by Dr. Julius Klein, has received some unfavorable and decidedly unwarranted criticism by both newspapers and speakers. The objection is that Dr. Klein and the Department of Commerce have devoted an undue amount of time to a trivial subject; but members of the industry by the hundreds have endorsed both the talk and the investigation it explained. More than \$300,000,000 is invested in the confectionery industry, which employs more than a quarter of a million people. Furthermore, as Dr. Klein pointed out, the candy industry is making a serious, effective attempt to put its house in order, as a result of the department's investigation. All other industries have the same opportunity for government investigation and aid, and Dr. Klein also mentioned that basic economic facts are essential to the progress of every industry and the solution of all problems responsible for the present depression.

**A Forecast of the Tariff Fight,** promised during the next session of Congress, is contained in a recent letter from Anthony J. Griffin, Representative from the Twenty-second District of New York. "I have a deeply-rooted conviction," the congressman writes, "that the primary

cause of all our economic troubles is due to the Smoot-Hawley tariff, which has practically built a wall around the country and dammed the flow of commerce. It is an economic maxim that you cannot sell unless you are willing to buy. Greed and selfishness in the individual generally bring their own penalty, and when a nation falls into those vices, it cannot complain if it is reduced to a state of economic isolation. That is about the situation today, with the bulk of the countries of the world devising tariff embargoes in retaliation against us."

**Consumer Credit and Personal Finance** are the main subjects for discussion during the 17th annual convention of the American Association of Personal Finance Companies in town this week. "We have been obliged to discover the consumer and regard him as important an economic factor as is the producer," W. Frank Persons, executive vice-president of the association, said recently. "Business men now see that a balanced relation must be established between production and consumption, if we are to avoid the booms and depressions which our neglect of the consumer has heretofore brought upon us."

**Trends of Retail Buying** are being investigated by chambers of commerce in St. Louis and Pittsburgh and a number of smaller cities and towns throughout the country. Thousands of retailers in the economic territories are being questioned as to why they patronize certain markets, and the investigators are reporting to the Department of Commerce. Although the movement is comparatively new, significant facts have been uncovered. In several localities where retailers were not buying the volume that was considered adequate, the reason in practically every case was that the wholesalers of the market were selling direct at lower than retail prices. So far the indications are that discrimination in price on the part of manufacturers and wholesalers is perhaps the most important factor in the weakening of markets.

**Corporate Names May Include "U. S. A."** if Walter Hinton, president of the Aviation Institute of U. S. A., Inc., wins his case. The Federal Trade Commission has been warring against the use of incorporated names which indicate relationship with the army, navy and other organizations of the government; but Mr. Hinton, a former naval lieutenant, contends that the letters represent "United States of America." He also claimed that the commission had no evidence before it showing that any subscriber to the institution's course of training was deceived in believing that the institution is a part of or supervised by any branch of the federal government.

**A Valuable Publication for Distributors** is issued three times a month by the Bureau of Foreign and Domestic Commerce, free to the subscriber. It is called "Domestic Commerce" and briefly reviews up-to-the-minute commercial and industrial research, trade promotion, trade and industrial background and miscellaneous subjects. This is perhaps the most valuable and expertly edited collection of information on the subject of distribution issued by the Government.



## Media

The Columbus *Dispatch* has corralled some of the most distinguished merchandising minds in the country to contribute their services in the way of lectures to the retailers of Columbus. The lectures are part of the course of the National Retail Institute, sponsored by the Columbus *Dispatch*, and are devoted to the science of modern retailing—including merchandising, buying, display, advertising, selling and consumer psychology. The founding of the Institute is by no means an experiment, for the *Dispatch* inaugurated the classes in 1930. They met with such enthusiastic response on the part of the city's retailers, an average of 1,000 of them turning out every one of nine successive Monday nights to participate in the discussion, that the *Dispatch* organized another session this year. Lew Hahn, president of the Hahn Department Stores, Inc.; Kenneth Collins, executive vice-president of R. H. Macy; Robert R. Updegraff, author of business books; Mrs. Christine Frederick, author of "Selling Mrs. Consumer"; James R. Ozanne, vice-president of Hardy, Ozanne, Hardy, Inc., retail sales counselors; Arthur Price, sales manager of Namm's, and William Nelson Taft, editor of the *Retail Ledger*, are among those who will address Columbus retailers.

\* \* \*

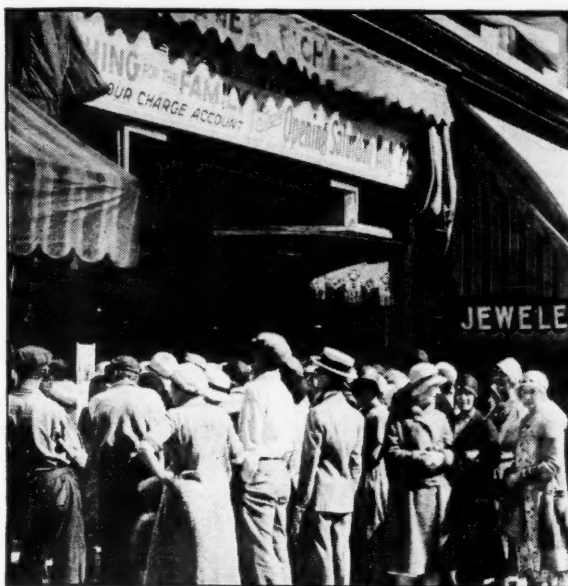
Senator Arthur Capper announces the appointment of Maurice L. Crowther as advertising manager of *Household Magazine*, succeeding W. L. Davidson, resigned, and the appointment of N. H. McCormack as advertising manager of *Capper's Farmer*, succeeding Mr. Crowther. Headquarters of both are in New York City.

\* \* \*

An activity designed to popularize further the photoflash lamp in amateur home photography will be launched jointly by General Electric and *Liberty* magazine in the November 21st issue of that publication. *Liberty* will announce, in that issue (out November 12th), a contest on pictures taken in the home, showing family scenes and other home life. Four hundred dollars in prizes will be offered each week during the ten weeks of the contest period, and a grand prize of one thousand dollars will be awarded at the conclusion of the contest.

\* \* \*

Carroll Swan, the energetic New England representative of the New York *Herald Tribune*, takes us to task for an unintentional error made in an article which appeared in our September 26 issue on Frank E. Davis, fisherman's, activities in starting a "Fresh Fish of the Week" service (by mail). Its author made the statement that the first mailing, September 18, announcing the novel plan, went to 5,000 customers, and inadvisedly added that no other media are being used. Thus C. S. apprises us of our error: "We are very proud of the fact that the New York *Herald Tribune Sunday Magazine* has been running this copy fairly regularly . . . the reason is that the New York *Herald Tribune Sunday Magazine* brings splendid results to these people." We thank the *Herald Tribune* for correcting us.

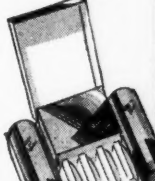
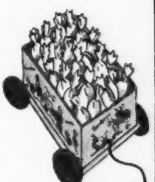


### A Single Advertisement did it

A portion of the crowd in front of the Elmer Richards Store at 315 S. Adams St., on Opening Day when the place was packed to the front door. Before the day was over the impatient crowd pushed in two of the show windows. Advertised exclusively in The Peoria Journal-Transcript.

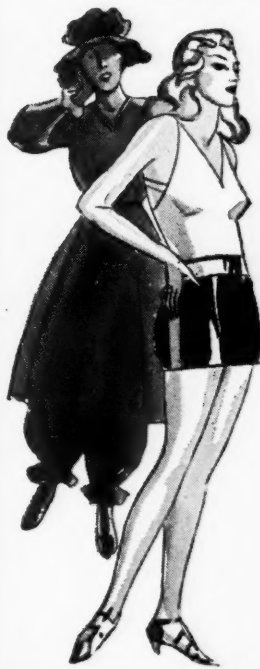
## PEORIA JOURNAL-TRANSCRIPT

CHAS. H. EDDY CO., National Representatives  
New York, Park Lexington Bldg. - Boston, Old South Bldg.  
Chicago, Wrigley Bldg.  
Member Major Market Newspapers, Inc.



### DON'T YOU PREFER HER

## new style?



MERCHANDISE—too—looks better, moves faster and wins lots more popularity in modern dress!

No matter how fine the product in a dowdy package—modern eyes turn the other way!

Our whole success in costuming and modernizing packages can be attributed to the vast amount of research work done before the actual designing is begun.

Let our 35 years of experience work for you. Write E. E. Fairchild Corp., Studio L, 200 Fifth Avenue, New York City.

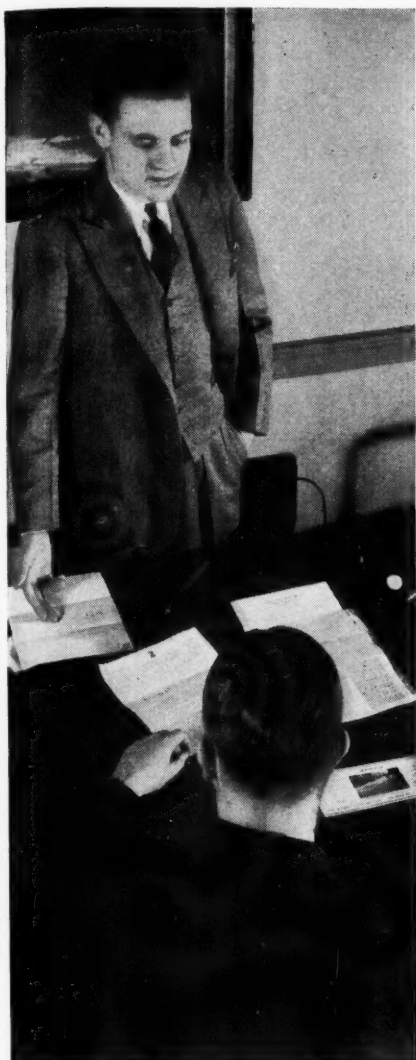
## E. E. FAIRCHILD

C O R P O R A T I O N  
ROCHESTER NEW YORK

### Merchandise Costume Stylists.







•

# THERE'S NO SUBSTITUTE FOR AUDIENCE VALUE IN PLANNING A RADIO CAMPAIGN

•

When you're buying time on the air you may be interested in the number of persons who could listen if they wanted to. That's "coverage".

But what really counts is the number of people who actually do listen. That's "audience".

Find the way to measure AUDIENCE VALUE and you have found the basis for reaching the most LISTENERS at the lowest cost per listener.

A new method, introduced by Westinghouse Radio Stations, provides facts upon which to base an appraisal of AUDIENCE VALUE with unprecedented accuracy.

The surveys from which this method was developed have disclosed facts such as these regarding Station KDKA:

During the first six months of 1931 a letter was received for one out of every 35 persons living in the Primary Zone

of Influence of KDKA. One family in eight was heard from. One family out of every four having a receiving set responded.

A check of single-station programs (available from one station only and not a chain) heard by 4,200 owners of radio sets in the KDKA Primary Zone of Influence showed that, among programs of this type mentioned, 77 per cent came from Station KDKA.

Station influence today is built on program appeal . . . and the programs of Station KDKA have built an audience which dominates the area encompassed in Station KDKA's Primary Zone of Influence.

A representative of Westinghouse Radio Stations will give you further details regarding the new method of measuring audience. Get in touch by letter, wire or phone, with one of the offices listed below.

## WESTINGHOUSE • RADIO • STATIONS

**WBZ-WBZA**

Boston, Mass., Hotel Bradford  
Springfield, Mass., Hotel Kimball

**KDKA**

— COMMERCIAL OFFICES —  
Pittsburgh, Pa., Hotel William Penn

**KYW-KFKX**

Chicago, Ill., 1012 Wrigley Building  
New York, N. Y., 50 East 42nd Street



## Paris Suspender Sales Reach New High—with No Price Cuts

(Continued from page 127)

chant may give the chest to the salesman who has sold the greatest number of Paris garters out of it, or he may give it away to some customer.

"Note this little cedar chest. It holds one pair of Paris garters. When the garters are taken out it becomes a cigarette box. I bet you would hate to guess how many of these we have put out.

"AN ADDRESS OF DISTINCTION"



### Special Advantages for "Big Game" Visitors

FANS visiting Chicago for the big football games will find THE DRAKE location unusually convenient. All playing fields are easily reached. After the game . . . there's gaiety . . . or quiet . . . as you prefer. A smart Supper Dance . . . the rhythmic tunes of a famed Orchestra. No rate advance. Rooms begin at \$4 per day.

**THE DRAKE**  
HOTEL, CHICAGO  
*Under Blakelene Management*

## 1872 to 1931

Interesting, Informative

### CHART

(Size 9 x 23)

showing fluctuations of the general level of Industrial Stock Prices on the NEW YORK STOCK EXCHANGE for the last 59 years

This entirely new chart, clearly showing all Bull and Bear periods, highs and lows, and per cent of changes, will be mailed post free by:

INDEX NUMBER INSTITUTE  
(Founded by Irving Fisher)  
New Haven, Conn.

"Our profitable business in 1931 has been due, very largely, to the power of ideas. People are as eager as ever to keep up appearances. They know the value of doing so."

He stopped abruptly and asked:

"How many brands of garters can you name?"

"Paris," I replied, and stopped. I couldn't name another make!

He laughed.

"That's the usual answer," he said.

"We've invested a great deal to fix the public's mind that way. It shows the power of advertising. Advertising of the right kind will go far to pull the public out of its present dilemma.

"The advertising must not be fearful, however. It must not suggest that we are going into deeper tragedies of business. Let us build, instead, desire through promise of better values, and let us stress the importance of quality."

## New Business Books Received Recently

"Survey of Collegiate Instruction in Marketing and Advertising 1929-1930." Report of the Bureau of Research and Education of the Advertising Federation of America, New York. \$2.50.

"The Merchandising of Drug Products." By Paul C. Olsen, Ph.D. D. Appleton and Company, New York. \$2.50.

"Why I Don't Sell Substitutes." By Charles C. Casey. The Dartnell Corporation, Chicago. \$1.85.

"The Psychology of Advertising." By Walter Dill Scott, completely revised by D. T. Howard. Dodd, Mead and Company, New York. \$3.50.

"ME, Triumphant!" By Jack Klein. B. C. Forbes Publishing Company, New York. \$2.00.

"Short Cuts for Salesmen." By Jack Klein, B. C. Forbes Publishing Company, New York. \$2.00.

"Getting a Job and Getting Ahead." By Albert Fancher. Whittlesey House, McGraw-Hill Book Company, New York. \$2.00.

"Problems in Sales Management." By Harry R. Tosdal. McGraw-Hill Book Company, New York. \$6.00.

"Handbook of Business Administration." By W. J. Donald. McGraw-Hill Book Company, New York. \$7.00.

"Principles of Selling." By H. K. Nixon. McGraw-Hill Book Company, Inc., New York. \$5.00.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display  
Cash Basis Only. Remittance Must Accompany Order

### RESEARCH

YOU CAN HAVE YOUR OWN RESEARCH department in Washington: accurate information obtained on all subjects, and reports prepared based on and covering government statistical investigations in which you are especially interested. Charges range from \$1 to \$15, as determined by time involved and completeness sought. Brief but pointed answers \$1 each. Summerfield McCarty, 3004 R Street, N. W., Washington, D. C.

### POPULATION STUDIES

"POPULATION STUDIES OF PRINCIPAL MARKETS AND THEIR TRIBUTARY AREAS"—covering 52 major markets—now available in report form at \$2.00 a copy. A compilation of material published serially under the same title in SALES MANAGEMENT. Check or money order should accompany order. Address publisher, SALES MANAGEMENT, 420 Lexington Avenue, New York.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building Buffalo, N. Y.

### POSITION WANTED

ADVERTISING AND SALES PROMOTION MANAGER desires immediate connection. 7 years' experience, copy, rough layout, space buying, publicity, house organs, direct mail, sales promotion literature, sales campaigns and merchandising. Last connection with nationally known product. Address Box 323, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Cited as one of the two outstanding contributions to business within recent years:

## The Law of Retail Gravitation

By William J. Reilly, Ph.D.

Dr. Reilly's new discovery permits you quickly to determine, without field study, the retail dividing line between any two cities in the United States.

This book is now being used by national advertisers, retail merchants, advertising agencies, magazines, newspapers. The price is \$10.00.

Order direct from THE WILLIAM J. REILLY CO., 230 Park Ave., New York.

**"GIBBONS knows CANADA"**